
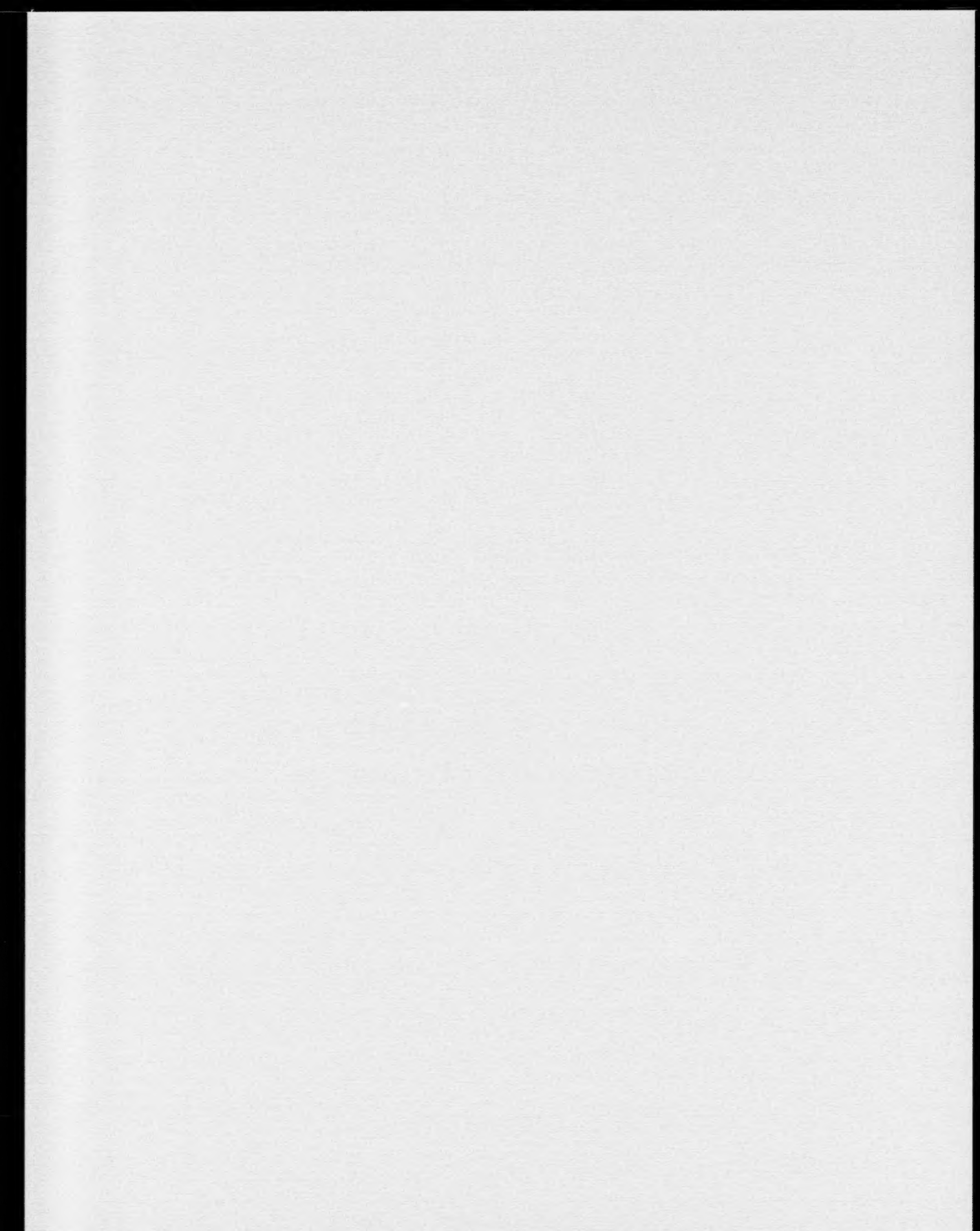


# **International and Intergovernmental Relations**

**Annual Report**  
2013-2014

*Alberta* 



# International and Intergovernmental Relations

## Annual Report 2013-2014

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# Preface

The Public Accounts of Alberta are prepared in accordance with the *Financial Administration Act* and the *Fiscal Management Act*. The Public Accounts consist of the annual report of the Government of Alberta and the annual reports of each of the 19 ministries.

The annual report of the Government of Alberta contains ministers' accountability statements, the consolidated financial statements of the province and the *Measuring Up* report, which compares actual performance results to desired results set out in the government's strategic plan.

**This annual report of the Ministry of International and Intergovernmental Relations contains the minister's accountability statement, the audited financial statements of the ministry and a comparison of actual performance results to desired results set out in the ministry business plan. This ministry annual report also includes other financial information as required by the *Financial Administration Act* and *Fiscal Management Act*, either as separate reports or as a part of the financial statements, to the extent that the ministry has anything to report.**

## Minister's Accountability Statement

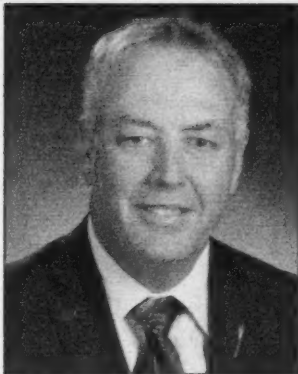
The ministry's annual report for the year ended March 31, 2014 was prepared under my direction in accordance with the *Fiscal Management Act* and the government's accounting policies. All of the government's policy decisions as at June 5, 2014 with material economic or fiscal implications of which I am aware have been considered in the preparation of this report.

[ Original signed by Cal Dallas, Minister of International and Intergovernmental Relations ]

**Honourable Cal Dallas**

Minister of International and Intergovernmental Relations

# Message from the Minister of International and Intergovernmental Relations



I am pleased to present this year's annual report, which highlights the activities and accomplishments of International and Intergovernmental Relations (IIR) in 2013-14.

As part of the Government's Building Alberta Plan, IIR's work is crucial to expanding market access for Alberta and guaranteeing the province's continued economic prosperity today and in the future. This past year, we began work to implement Alberta's International Strategy. This included expanding Alberta's presence in key markets around the globe with the opening of three new international offices in Chicago, New Delhi and Singapore.

Our work to build stronger ties in priority markets was highlighted by a number of successful trade missions resulting in tangible outcomes for Alberta businesses and generating increased opportunities for partnership and collaboration. We made significant progress with the Alberta Abroad Program as our first Externs officially took their places abroad, and we also established the Small and Medium-Sized Enterprises Export Council to open direct lines of communication between business, government and other stakeholders.

To ensure Alberta's interests are well-represented in the Canadian Federation, we also continued our engagement with governments across the country to the benefit of Albertans and all Canadians. Our work on the Canadian Energy Strategy demonstrated Alberta's leadership and I was proud of the productive discussions with our New West partners to ensure closer cooperation on shared priorities.

The ministry also reached significant milestones in representing the province in domestic and international trade negotiations to create important opportunities to expand markets across Canada and around the world. These include the Canadian free trade agreement with South Korea and the Agreement in Principle in the Canada-European Union Comprehensive Economic and Trade Agreement negotiations.

IIR is accountable and remains committed to contributing to positive outcomes for Albertans. This year, we made significant progress towards implementing our new performance measures. These measures will give a clear view of how effectively the ministry is meeting its objectives and will ensure Albertans are fully informed about progress on the ministry's major priorities.

The importance of IIR continues to grow as we work to deliver our government's mandate to expand market access and ensure Alberta's economic prosperity. To seize the opportunities offered by changing global economic dynamics, Alberta must continue to adapt to changes in the global marketplace while building productive relationships with the international community and our Canadian counterparts.

[ Original signed by Cal Dallas, Minister of International and Intergovernmental Relations ]

**Honourable Cal Dallas**

Minister of International and Intergovernmental Relations

# Management's Responsibility for Reporting

The executives within the ministry have the primary responsibility and accountability for the ministry. Collectively, the executives ensure the ministry complies with all relevant legislation, regulations and policies.

Ministry business plans, annual reports, performance results and the supporting management information are integral to the government's fiscal and strategic plan, annual report, quarterly reports and other financial and performance reporting.

Responsibility for the integrity and objectivity of the financial statements and performance results for the ministry rests with the Minister of International and Intergovernmental Relations. Under the direction of the Minister, I oversee the preparation of the ministry's annual report, including financial statements and performance results. The financial statements and the performance results, of necessity, include amounts that are based on estimates and judgments. The financial statements are prepared in accordance with Canadian public sector accounting standards. The performance measures are prepared in accordance with the following criteria:

- **Reliability** – information used in applying performance measure methodologies agrees with underlying source data for the current and prior years' results.
- **Understandability and comparability** – current results are presented clearly in accordance with the stated methodology and are comparable with previous results.
- **Completeness** – goals, performance measures and related targets match those included in the Ministry's Budget 2013.

As Deputy Minister, in addition to program responsibilities, I am responsible for the ministry's financial administration and reporting functions. The ministry maintains systems of financial management and internal control which give consideration to costs, benefits, and risks that are designed to:

- provide reasonable assurance that transactions are properly authorized, executed in accordance with prescribed legislation and regulations, and properly recorded so as to maintain accountability of public money;
- provide information to manage and report on performance;
- safeguard the assets and properties of the province under ministry administration;
- provide Executive Council, the President of Treasury Board, the Minister of Finance and the Minister of International and Intergovernmental Relations information needed to fulfil their responsibilities; and
- facilitate preparation of ministry business plans and annual reports required under the *Fiscal Management Act*.

In fulfilling my responsibilities for the ministry, I have relied, as necessary, on the executives within the ministry.

[ Original signed by Gitane De Silva, Deputy Minister of International and Intergovernmental Relations ]

**Gitane De Silva**

Deputy Minister of International and Intergovernmental Relations

JUNE 5, 2014



## RESULTS ANALYSIS





## Ministry Overview

### **Mission**

The mission of International and Intergovernmental Relations (IIR) is to advance Alberta's interests by leading government-wide strategies that capitalize on Alberta's regional, national and global relationships and opportunities. Its core businesses are international relations and intergovernmental relations.

### **Organizational Structure**

The ministry consists of two operational divisions and two supporting divisions. The responsibilities of the ministry component entities are as follows:

#### ***International Relations***

To seize the opportunities offered by changing global economic dynamics, Alberta and Albertans need to be attuned to the world and engaged in the international community. The International Relations division is focused on increasing our province's visibility and enhancing our connections around the world, with well-coordinated actions that advance Alberta's interests. By reaching out beyond our borders, we can achieve increased opportunity for Albertans at home and abroad.

The International Relations division works with other Alberta government ministries to ensure a coordinated Alberta approach to international relations, advancing both strategic economic and intergovernmental priorities and promoting Alberta's interests in the development of Canada's foreign policy.

The division also manages the Government of Alberta's network of 13 international offices located in Beijing, Hong Kong, Shanghai, Singapore, Taipei, Tokyo, Seoul, Mexico City, New Delhi, Munich, London, Chicago and Washington, D.C. The Alberta International Offices play a key role in promoting Alberta's international interests, including trade promotion, investment attraction, environmental and energy advocacy and other international interests in their respective geographical regions. While all offices are responsible for these activities, the focus for each office varies to meet the opportunities and Alberta's priorities within the region. An overview of the work of the international offices can be found in the annual Alberta International Offices Activity Report at [www.international.alberta.ca](http://www.international.alberta.ca).

#### ***Intergovernmental Relations***

The Intergovernmental Relations division works with other Alberta government ministries to ensure a coordinated and consistent provincial approach to intergovernmental relations. The division is responsible for advancing Alberta's interests at intergovernmental forums, including the Council of the Federation, the New West Partnership, the Western Premiers' Conference and meetings with the Prime Minister or other Premiers. In addition, the division reviews and approves all of Alberta's intergovernmental agreements to ensure they are consistent with Alberta's intergovernmental goals and objectives.

The Trade Policy branch within Intergovernmental Relations is responsible for the negotiation of domestic trade and investment agreements and leads Alberta's participation with the federal government in the negotiation of international trade and investment agreements.

Intergovernmental Relations also maintains the Alberta Ottawa Office, which works to build relations and communicate key positions to the federal government and other decision-makers in the National Capital Region.

### **Corporate Services**

The Corporate Services division provides the essential corporate services and infrastructure for the planning and implementation of ministry activities in the following areas: finance, administration, corporate planning, human resources, information management, information technology and freedom of information and protection of privacy.

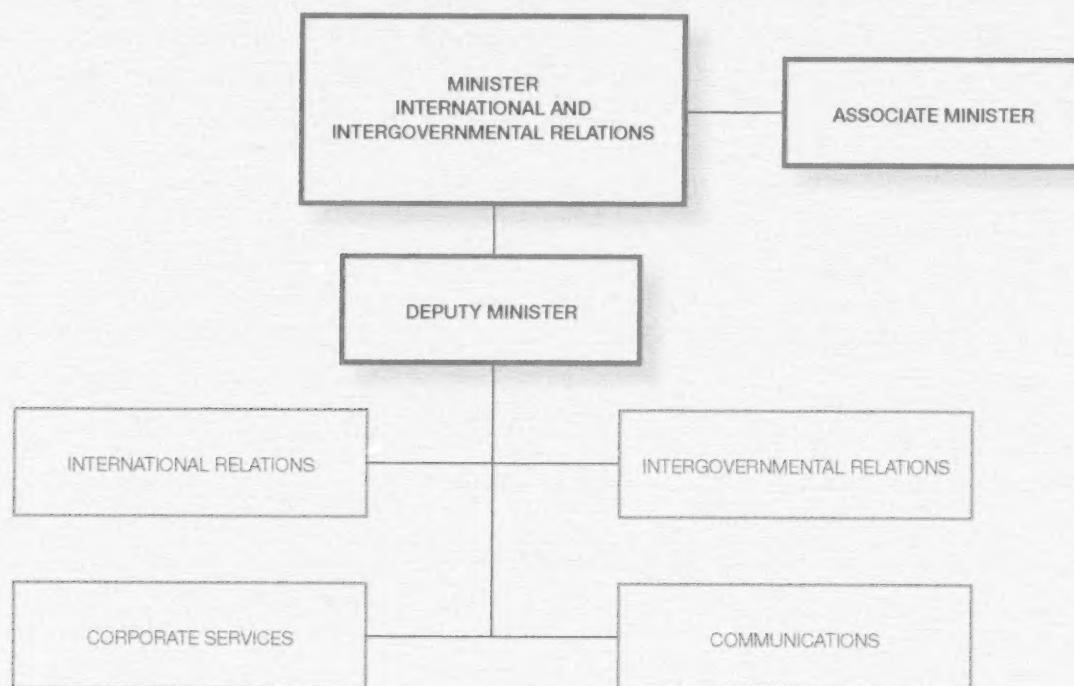
Corporate Services also provides shared services to the Ministry of Aboriginal Relations.

### **Communications**

The Communications branch provides strategic communications services, advice and planning to communicate ministry and government direction, policy and programs to Albertans, the media, stakeholders and other governments.

## Ministry of International and Intergovernmental Relations Organization Structure

(For the fiscal year ended March 31, 2014)





## Review Engagement Report (Auditor General's Report)

To the Members of the Legislative Assembly

I have reviewed the performance measures identified as reviewed by the Office of the Auditor General in the Ministry of International and Intergovernmental Relations' Annual Report 2013-2014. The reviewed performance measures are the responsibility of the ministry and is prepared based on the following criteria:

- *Reliability* – The information used in applying performance measure methodology agrees with underlying source data for the current and prior years' results.
- *Understandability* – The performance measure methodology and results are presented clearly.
- *Comparability* – The methodology for performance measure preparation are applied consistently for the current and prior years' results.
- *Completeness* – The goal, performance measure and related target match those included in the ministry's budget 2013.

My review was made in accordance with Canadian generally accepted standards for review engagements and, accordingly, consisted primarily of enquiry, analytical procedures and discussion related to information supplied to me by the ministry.

A review does not constitute an audit and, consequently, I do not express an audit opinion on the performance measures. Further, my review was not designed to assess the relevance and sufficiency of the reviewed performance measure in demonstrating ministry progress towards the related goal.

Based on my review, nothing has come to my attention that causes me to believe that the performance measures identified as reviewed by the Office of the Auditor General in the ministry's annual report 2013-2014 is not, in all material respects, presented in accordance with the criteria of reliability, understandability, comparability and completeness as described above.

[ Original signed by Merwan N. Saher, FCA ]

Auditor General

March 28, 2014

Edmonton, Alberta

Performance measure reviewed by the Office of the Auditor General is noted with an asterisk (\*) on the Performance Measures Summary Table.



## Performance Measures Summary Table

GOALS/ PERFORMANCE MEASURE(S)		PRIOR YEAR'S RESULTS				TARGET	CURRENT ACTUAL
1. Goal: Alberta's international policy objectives are met							
1.a	Percentage of clients satisfied with services to advance Alberta's international policy objectives **	n/a	n/a	90%	87%	90%	82%
		2008-09	2009-10	2010-11	2011-12		2012-13
1.b	Percentage of clients satisfied with the services of the international offices (biennial survey)	n/a	n/a	77%	n/a	88%	84%
		2008-09	2009-10	2010-11	2011-12		2012-13
2. Goal: Alberta business activity in targeted foreign markets is increased							
2.a	Percentage of clients satisfied with services to support Alberta business activity in targeted foreign markets**	n/a	n/a	94%	89%	92%	84%
		2008-09	2009-10	2010-11	2011-12		2012-13
3. Goal: Alberta's policy interests within Canada are advanced							
3.a	Percentage of clients satisfied with services to advance Alberta's interests within Canada**	n/a	n/a	90%	87%	89%	80%
		2008-09	2009-10	2010-11	2011-12		2012-13
4. Goal: An effective rules-based system supports Alberta's priorities in trade in goods and services, investment flows and labour mobility							
4.a	Percentage of clients satisfied with services to support a stable set of rules for Alberta's exports and investments *	n/a	n/a	83%	87%	87%	85%
		2009	2010	2011	2012		2012-13

\* Indicates Performance Measure that has been reviewed by the Office of the Auditor General.

The performance measure indicated with an asterisk was selected for review by ministry management based on the following criteria established by government:

- enduring measures that best represent the goal;
- measures for which new data is available; and
- measures that have well established methodology.

■ The client survey performance measures are indexes developed to capture client satisfaction with services that support the ministry goals. With the introduction of new goals in the 2012-15 Ministry Business Plan, the mix of services included in each of the indexes was adjusted to ensure that they align with the new goals and then recalculated using historical data. Refer to Performance Measures Methodology for a listing of the services included in each index.

**Note:** There is limited historical data for the client survey performance measures as International and Intergovernmental Relations adopted a new client survey questionnaire in 2010-11.

An analysis of the performance measures results is found on pages 46 and 47 of the report.

## Discussion and Analysis of Results

### GOAL ONE:

#### Alberta's international policy objectives are met.

The ministry is responsible for Alberta's International Strategy and leads the coordination of Alberta's economic, strategic, cultural and social international policies and activities. It works toward developing cooperative approaches on international issues of mutual importance with its partners, clients and stakeholders to address challenges and enhance opportunities. Through its network of international offices, the ministry also helps Alberta businesses, industry associations, educators, researchers and cultural promoters connect with their counterparts around the world.

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#### Implement a renewed Alberta's International Strategy, including the recommendations of the International Offices review.

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The Government of Alberta's International Strategy, launched by IIR in May 2013, focuses on global priorities, articulates strategic objectives and sets out an action plan to achieve these objectives. It seeks to fulfill the province's vision to be:

- a desirable place to live, work, travel, study, and conduct research;
- a safe, secure and responsible energy producer; and
- a preferred supplier of goods and services to the world.

It is essential that Alberta continues to expand its international profile, particularly in today's competitive global marketplace. Alberta's future economic prosperity depends on increasing our market access far beyond the borders of Alberta and Canada. To this end, three new Alberta international offices were opened in Chicago, New Delhi and Singapore during fiscal year 2013-14.

Alberta's future economic prosperity depends on increasing our market access far beyond the borders of Alberta and Canada.

The ministry enhanced performance measures for the international offices to capture the important work of the offices, to better illustrate how they support the objectives of the International Strategy and to increase the alignment with the overall performance measures of the ministry. Enhancements to the performance measures of the international offices continue, with improvements to reporting mechanisms and

consistency to ensure the impact of the international offices is effectively reported.

The ministry also established the Small and Medium-Sized Enterprises (SME) Export Council, which advises and makes recommendations to the minister and other Alberta government ministries on measures to expand, encourage and facilitate access of Alberta SMEs to foreign markets.

The implementation of the International Strategy has driven cross-ministry discussions, including harmonization of international activities and addressing high priority domestic issues affecting market access, such as oil market diversification.

Accordingly, IIR has developed targeted regional strategies for Alberta's priority markets, identifying key economic sectors of focus and emerging market opportunities. Regional strategies were developed for the United States, Europe, Latin America, the Middle East and North Africa, Southeast Asia and Australia, Northeast Asia and Greater China.

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**Expand international and bilateral partnerships to develop cooperative approaches on issues of mutual importance with other governments.**

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The ministry engaged in major initiatives focused on expanding market access and fostering partnerships. It also played a supportive role for other Alberta government ministries' complementary activities in key regions of the world such as Northeast Asia, North America, Europe and Australia.

***Province of Heilongjiang, China***

***MARCH 2014***

The Premier and Governor Lu Hao of the Province of Heilongjiang, China signed a Letter of Intent on sustainable economic development and the subsequent implementation of the Alberta-China Environmental Technology Workshops.

The ministry engaged in major initiatives focused on expanding market access and fostering partnerships.

***China, Ministry of Commerce MARCH 2014 AND SEPTEMBER 2013***

The Premier and Minister Dallas initiated and advanced cooperative discussions with China's Ministry of Commerce to further trade relations with China.

***Ministry of Education FEBRUARY 2014***

The Ministry of Education collaborated with IIR in February 2014 to renew a Memorandum of Understanding with China's Ministry of Education and to establish a Memorandum of Understanding with the Chinese Province of Guangdong on the occasion of Alberta's hosting of the Council of Ministers of Education Canada (CMEC).

**Ministry of Energy OCTOBER 2013**

The Ministry of Energy collaborated with IIR in securing a Framework Agreement on Sustainable Energy Development with China's National Energy Administration in October 2013.

**Ministry of Innovation and Advanced Education OCTOBER 2013**

The Ministry of Innovation and Advanced Education collaborated with IIR in developing a program for a deputy minister mission to Queensland, Australia, in October 2013, to explore the development of a Memorandum of Understanding between the two jurisdictions, linking post-secondary and vocational education in the areas of crop sciences, animal health and life sciences. IIR has also been tasked with engaging other sector ministries in the development of a follow-up multi-sector memorandum.

**South Korea, Ministry of Trade, Industry and Energy OCTOBER 2013**

The Memorandum of Understanding between the Government of Alberta and South Korea's Ministry of Trade, Industry and Energy on joint energy cooperation was renewed. The signing offered an opportunity for the Energy Minister to emphasize Alberta's continued and growing interest in building energy export relationships with major Korean companies.

**Ministry of Culture SEPTEMBER 2013**

The Ministry of Culture collaborated with IIR to renew a Memorandum of Understanding on Friendly Museums between the Royal Alberta Museum and the Historical Museum of Hokkaido, Japan, in September 2013.

**Ivano-Frankivsk Oblast, Ukraine AUGUST 2013**

The Deputy Premier and Mykhaylo Vyshyvanyuk, Governor of the Ivano-Frankivsk Oblast, signed a Letter of Understanding on August 12, 2013, to reaffirm the desire to promote friendship and cooperation between Alberta and Ukraine. Under the Letter of Understanding, a commitment was made to undertake a formal joint review of the existing Memorandum of Understanding and provide recommendations for future cooperation.

IIR also supported other Alberta government ministries in furtherance of the government's collaborative, cooperative and constructive efforts in engaging our international partners on issues important to Albertans.

On July 29, 2013, Minister Dallas and Steve Hill, Director, Governor of Nevada's Office of Economic Development, signed a Memorandum of Understanding to enter into a partnership on unmanned aerial vehicles.

**State of Nevada, United States JULY 2013**

Minister Dallas and Steve Hill, Director, Governor of Nevada's Office of Economic Development, signed a Memorandum of Understanding to enter into a partnership on unmanned aerial vehicles. The Memorandum of Understanding is intended to facilitate trade and investment opportunities, share market intelligence and industry information, collaborate on technology



advancements and commercialization initiatives involving industry, government and academia in the unmanned vehicle systems sector.

Joint activities were immediately undertaken, including convening an Alberta-Nevada roundtable in Washington, D.C. on August 13, 2013, to explore ways to leverage the partnership to the mutual benefit of both jurisdictions.

### **Ministry of Executive Council**

In 2013, IIR, working closely with the Alberta Protocol Office, received 51 senior level international incoming delegations to Alberta, which involved Alberta's elected officials.

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**Provide policy advice, strategic analysis and support to the Premier and other elected officials to advance Alberta's position at international meetings.**

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The ministry provided policy advice, strategic analysis and support to the Premier, ministers and members of the Legislative Assembly during Government of Alberta international missions to a number of key destinations to advocate Alberta's International Strategy objectives. This included critical missions to:

#### **United States NOVEMBER, JUNE AND APRIL 2013**

In November 2013, the Premier and Minister Dallas travelled to Washington, D.C., to articulate Alberta's role as a world-class energy producer and leader in sustainable resource development. Significant efforts were made to build United States support for Alberta's position on energy and environmental stewardship, as well as on mandatory Country of Origin Labelling in order to protect Alberta's access to the United States beef market.

In addition to energy and environmental protection, significant efforts were made to build United States support for Alberta's position on mandatory Country of Origin Labelling in order to protect Alberta's access to the United States beef market.

In June 2013, the Premier and the Minister of Energy travelled to New York City to promote Alberta's energy sector in America's financial capital. The mission provided an opportunity for the Premier and Minister to speak to the broader New York financial and foreign relations communities regarding Alberta's thriving energy sector, advancements in green technology and commitment to building markets.

In April 2013, the Premier, accompanied by Minister Dallas and the Minister of Environment and Sustainable Resource Development, travelled to Washington, D.C., to speak to U.S. legislators, Washington, D.C.-

In 2013, IIR received 51 senior level international incoming delegations to Alberta, which involved Alberta's elected officials.<sup>1</sup>

<sup>1</sup> In 2012-13, the ministry worked with KPMG to identify a comprehensive suite of performance measures to support performance management and measure progress toward achieving the ministry's intended outcomes. The ministry continues to work toward developing and implementing the new measures. Where available, results for new measures are highlighted in these sidebar boxes throughout this report.



based academics and think-tanks, and members of the business and media community about Alberta's record on responsible energy development. They also highlighted Alberta's commitment to strong environmental policy and clean technology development, while emphasizing job and economic growth opportunities for Canadians and Americans.

***Europe MARCH 2014 AND OCTOBER, SEPTEMBER AND JUNE 2013***

Minister Dallas and the Environment and Sustainable Resource Development Minister participated in a mission to European Union Member States in September-October 2013. The mission was undertaken to reinforce Alberta's position as an innovator and leader in responsible energy development and to advocate for Alberta's position on the proposed European Union Fuel Quality Directive implementing measures. Further, the ministry provided advice and supported ministerial missions to Europe undertaken by the Innovation and Advanced Education Minister in June 2013 to strengthen Alberta's ties with European partners in research and development, and by the Tourism, Parks and Recreation Minister in March 2014 to participate in an important tourism conference in Germany and facilitate increased tourism into Alberta.

The ministry also supported the Premier's September 2013 mission to China, which included various business meetings and participation at the World Economic Forum.

***Asia JANUARY 2014 AND SEPTEMBER AND MAY 2013***

The ministry also supported the Premier's September 2013 mission to China, which included various meetings and participation at the World Economic Forum. A letter of intent was signed with the Province of Heilongjiang on environmental and sustainable economic development cooperation and many commitments were secured for future agreements and investment opportunities. The

ministry provided advice and supported ministerial missions to Asia, including China, South Korea and Japan, which were undertaken between May 2013 and January 2014 by five ministries along with Associate Minister Teresa Woo-Paw.

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**Support the Asia Advisory Council in its work to provide advice on expanding existing economic, research, educational and cultural opportunities for Alberta in Asia.**

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Within the ministry's budget, funding is provided for the Asia Advisory Council, which advises and makes recommendations to the minister on measures to expand existing economic, research, educational and cultural opportunities between Alberta and Asia. The Council was established by the *Asia Advisory Council Act*.

In support of its mandate, the Asia Advisory Council engaged in stakeholder outreach to provide members with economic, policy and strategic initiatives information, and to seek advice on current approaches and policy challenges.

Stakeholder engagement and consultation sessions were organized in January and October 2013 with representatives from:

- municipal economic development agencies;
- the regional economic development authority;
- Travel Alberta;
- Agriculture Financial Services Corporation;
- Alberta Livestock and Meat Agency;
- Alberta innovation authorities;
- the federal government; and
- kindergarten to grade 12 and postsecondary leaders.

Sector-based engagement undertaken included:

- Alberta Forestry Products Association;
- Canadian Cattlemen's Association;
- Alberta Beef Producers;
- Alberta Canola Producers;
- Alberta Wheat Commission;
- Canadian Beef Breeds Council; and
- The Leduc Food Processing Centre and AgriValue Business Incubator.

IIR undertook a number of activities in support of the Asia Advisory Council's initiatives and stated goals of enhancing public awareness of the importance of expanding market access to Asia, which included:

- supporting and organizing – through partnerships – numerous community and business outreach events to share practical advice with Alberta businesses seeking to do business with Asia; and
- partnered with the Asia Pacific Foundation to hold three "Preparing Alberta for the Asian Century" events, which were held in Red Deer in October 2013, and Edmonton and Calgary in March 2014, focused on discussing how Albertans can become more competitive in Asia.

Further, the ministry provided support to the Asia Advisory Council with respect to its various advocacy efforts in Asia, which included the September 2013 Asia mission, undertaken by the Premier, the Associate Minister and partial Council

...the ministry provided support to the Asia Advisory Council with respect to its various advocacy efforts in Asia, which included the September 2013 Asia mission, undertaken by the Premier, the Associate Minister and partial Council membership...

membership, partly consisting of the Beijing foreign investment policy forum and the Beijing and Shanghai investment facilitation events.

---

**Administer the Alberta Abroad Program to provide recent Alberta post-secondary graduates opportunities to develop specialized skills and gain international work experience.**

---

The Alberta Abroad Program successfully negotiated and filled 16 externship positions with 13 host organizations.

The Alberta Abroad Program successfully negotiated and filled 16 externship positions with 13 host organizations in Shanghai, Beijing, Hong Kong, Tokyo, Hokkaido, Singapore, Munich, Geneva, New York City and Washington, D.C.

By placing talented recent Alberta graduates into short-term international work positions, the

Government of Alberta helps them gain valuable work experience at an international organization while strengthening Alberta's global relationships in key markets.

Planning for further expansion of the program is underway for the 2014-15 fiscal year, with input from other Alberta government ministries and the international offices.

**GOAL TWO:  
Alberta business activity in targeted foreign markets is increased.**

Over the last decade, Alberta's exports to countries outside of the United States have been increasing, having reached almost \$12 billion in 2013.

The ministry coordinates the Government of Alberta's international activities in priority markets. With the support of its network of international offices, it promotes the export of Alberta goods and services to key markets and leads initiatives to attract, retain and expand international investment in Alberta, to facilitate the growth, diversification and competitiveness of Alberta's economy.

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**Expand Alberta's market access to become a preferred global supplier.**

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The total value of Alberta's exported products and services for 2012 is \$99.1 billion.

Over the past year, the ministry both led and provided support to trade initiatives focused on assisting Alberta companies to compete in international export markets. Highlights of international trade promotion programming in respective geographic regions included:

The 2013 figure will be available in the fall of 2014.

## EUROPE

### ***Spain (Barcelona): Mobile World Congress FEBRUARY 2014***

The ministry organized, in collaboration with Foreign Affairs, Trade and Development Canada, British Columbia, Quebec, Manitoba, Ontario and the Atlantic provinces, an Alberta mission to the world's largest exhibition for the mobile and wireless industry. The Alberta programme included an exhibit space for companies, an Alberta information desk, one-on-one meetings with Telefonica, Orange, SAP, Samsung, Sony, IBM, Ericsson, Bharti, America Movil and others, as well as a variety of other networking events.

### ***Swedish Aerospace and Defence firm: SAAB Mission to Alberta JANUARY 2014***

The ministry hosted three representatives from SAAB who travelled to Alberta to explore partnership, expansion and sales opportunities with their focus on the civil aviation maintenance, repair and overhaul industry. The ministry facilitated interaction of the SAAB representatives with an estimated 45 individuals representing 21 Alberta organizations from across the province.

As a result of this visit, several Non-Disclosure Agreements have been signed with Alberta companies, and two Alberta company visits to Sweden are anticipated to further discussions on potential collaborative opportunities.

The ministry facilitated interaction of the SAAB representatives with 21 Alberta organizations from across the province.

### ***United Kingdom and Germany (London, Dusseldorf, Munich, Dresden): Health, and Information and Communications Technologies (ICT) Mission NOVEMBER 2013***

The ministry, through the engagement of the Alberta United Kingdom Office and the Alberta Germany Office, organized a health and ICT technologies mission, which included participation at Medica, the world's largest health technology event, as well as one-on-one meetings, networking opportunities and German market introduction. Twenty-four Alberta companies participated in the mission. The ministry supported a matchmaking program for the companies; nine of the companies confirmed finding new European partners and one signed its first European customer during the mission.

### ***United Kingdom: Defence System Equipment International (DSEI) SEPTEMBER 2013***

Eleven Alberta organizations were featured at this key European event for the defence and security community. Alberta companies made up the



majority of attendees from Western Canada. Ministry representatives made contact with numerous European Union companies to explore their potential interests in Alberta and promote Alberta as a preferred supplier, partner and investment destination.

***Russia: Moscow International Oil & Gas Exhibition JUNE 2013***

Eight Alberta companies and their technologies were introduced to key decision makers and stakeholders within the Russian oil and gas sector. The program focused on building awareness of Alberta's strengths and capabilities in the Russian market, which holds many opportunities for Canadian companies in the rapidly developing Russian oil and gas industry.

Alberta featured 13 Alberta organizations, the largest contingent from the west, to promote industry strengths and capabilities and to build new business contacts and partnerships.

***France: Paris Air Show JUNE 2013***

The ministry in collaboration with the Western Provincial Governments, associations, Aerospace Industry Association of Canada (AIAC), Industry Canada, Foreign Affairs, Trade and Development Canada, and Western Economic Diversification supported a Western Canada

Aerospace and Defence presence at the Paris Air Show in the Canadian Pavilion. Alberta featured 13 Alberta organizations, the largest contingent from the west, to promote industry strengths and capabilities and to build new business contacts and partnerships. The Paris Air Show attracted over 2,200 exhibitors from 44 countries and over 139,000 trade visitors.

**SOUTHEAST ASIA**

***Vietnam and Malaysia (Ho Chi Minh City and Kuala Lumpur): Southeast Asia Oil & Gas Mission MARCH 2014***

The ministry led a mission of eight Alberta companies to Ho Chi Minh City, Vietnam and Kuala Lumpur, Malaysia to attend and present at the Alberta Oil and Gas Technology seminar in Vietnam and participate in the Offshore Technology Conference in Malaysia. The Alberta delegation collaborated and co-located within the Canadian Pavilion and participated in business matchmaking and partnering meetings.

***Singapore: Air Show 2014 FEBRUARY 2014***

The ministry led a delegation of nine Alberta companies to the Singapore Air Show 2014. The companies exhibited at an Alberta booth within the Canadian pavilion and participated in business-to-business matchmaking meetings.

***Singapore: Association of Southeast Asian Nations (ASEAN) Business Forum OCTOBER 2013***

The ministry participated in and sponsored the inaugural Canada-ASEAN Business Forum held in Singapore. The event brought together executive-level business leaders and senior government officials from Canada and throughout Southeast Asia. Alberta's participation in the forum, with the over-220 distinguished speakers, panellists and participants from a vast array of Canadian and ASEAN businesses, supported the development of networks to further advance the Alberta/Canada-ASEAN business corridor.

Alberta's participation in the forum...supported the development of networks to further advance the Alberta/Canada-ASEAN business corridor.

***Australia: Australian Petroleum Production and Exploration Association (APPEA) Conference & Exhibition – Alberta Oil and Gas Mission to Australia MAY 2013***

The ministry led a delegation of 16 oil and gas equipment and service companies to participate in Australia's largest energy exhibition and trade show. In addition to exhibiting within the Canadian pavilion, companies also participated in seminars, receptions and matchmaking events.

## **UNITED STATES**

***Washington, D.C.: The World Bank Group Private Sector Liaison Officers (PSLO) Network Energy Mission NOVEMBER 2013***

The ministry partnered with the Austria Trade, Scottish Development International, Salt Lake Chamber of Commerce and the World Bank Group to organize a joint mission focusing on the energy sector opportunities at the International Financial Institutions (IFIs). The IFIs that participated included:

- the World Bank Group;
- Inter-American Development Bank;
- Asian Development Bank;
- European Bank for Reconstruction and Development; and
- the Millennium Challenge Corporation.

The ministry partnered with the Austria Trade, Scottish Development International, Salt Lake Chamber of Commerce and the World Bank Group to organize a joint mission focusing on the energy sector opportunities.

The 82 participants from 10 countries who participated in the mission had an opportunity to initiate a dialogue with the project officers responsible for energy sector projects; understand the project requirements and constraints and their level of competitiveness in accessing bank projects and bank financed projects and programs in the energy sector; and inform

staff of the capabilities and interests of international firms in the energy sector.

***Washington, D.C.: PSLO Water and Sanitation Mission JUNE 2013***

The ministry partnered with the Austria Trade, Greater Houston Partnership, Ubifrance and the World Bank Group to organize a three-day meeting program designed to initiate dialogue with project officers responsible for current and pending environmental sector projects, and provide them with an understanding of the requirements of engagement. The International Financial Institutions that participated included:

- the World Bank Group;
- Inter-American Development Bank;
- Asian Development Bank; and
- the Millennium Challenge Corporation.

The 64 participants from 10 countries who participated in the mission had an opportunity to learn what types of projects are being planned and financed, learn which technologies, products and services are attractive to regions in emerging markets, discover how projects are initiated and developed, meet key contacts, stay informed with future projects in mind, and engage in a dialogue with attendees and representatives from multiple countries.

The ministry partnered with the Global Midwest Alliance (Chicago), World Trade Center Baltimore and the World Bank to organize a two-day workshop designed to educate and inform small and medium enterprises on successful strategies used by international companies in bidding for International Financial Institution funded projects.

***Washington, D.C.: PSLO IFI Bootcamp APRIL 2013***

The ministry partnered with the Global Midwest Alliance (Chicago), World Trade Center Baltimore and the World Bank to organize a two-day workshop designed to educate and inform small and medium enterprises on successful strategies used by international companies in bidding for International Financial Institution funded projects.

The workshop, which was attended by

76 participants, helped facilitate matchmaking opportunities with potential international partners and build partnerships for future opportunities.

## **EMERGING MARKETS**

***South Africa (Cape Town): Africa Oil Week NOVEMBER 2013***

The ministry partnered with Foreign Affairs, Trade and Development Canada, Export Development Canada and the Calgary Global Exploration Forum to lead a Canadian delegation of 36 participants to Africa Oil Week to gain insights on the African hydrocarbon industry and explore opportunities.

***Brazil and Colombia (Salvador, Rio de Janeiro, Bogota): Outbound Mission and Technical Seminar NOVEMBER 2013***

The ministry led a delegation of Alberta service and technology companies on a mission to Brazil and Colombia. The companies were provided an overview of the exploration and development process for shale resources and introduced to the decision makers in the region that require the services and technologies Alberta companies offer. This mission was one of the projects included in the Canadian Unconventional Resources Industry Development Initiative, which supports sustained and accelerated growth, focusing on marketing trade, investment, productivity and technology relative to shale gas and oil development.

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***United Arab Emirates, Saudi Arabia and Bahrain (Abu Dhabi, Dammam, Manama): Abu Dhabi International Petroleum Conference (ADIPEC), Bahrain, Saudi Arabia Mission NOVEMBER 2013***

The ministry partnered with Foreign Affairs, Trade and Development Canada, Export Development Canada and the Canada Arab Business Council to lead a mission consisting of seven Alberta companies to the United Arab Emirates, Saudi Arabia and Bahrain. All companies exhibited at the ADIPEC show and met with potential customers and partners. All companies obtained sales leads from the mission and two companies are in continuing discussions with potential partners in Saudi Arabia and Bahrain.

***Sheikh Saud al Khalifa Bin Salman Bin Ali Al-Khalifa visit to Alberta JUNE 2013***

In 2011, the ministry led an investment mission to Bahrain. An agreement was reached with the Sheikh Saud al Khalifa Bin Salman Bin Ali Al-Khalifa syndicate to invest in the Gas to Liquid (GTL) project in Alberta. The following year, Minister Dallas led a follow-up visit to Bahrain and invited Sheikh Saud al Khalifa to visit Alberta. The Sheikh's visit to Alberta took place in June 2013. On behalf of the investment syndicate, Sheikh Saud al Khalifa signed a subscription agreement with the GTL project developers in November 2013, representing an initial investment of \$200 million. Once fully operational, the GTL project is expected to represent a multi-billion dollar investment into Alberta.

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**Engage in strategic advocacy activities with key influencers within Canada and internationally to demonstrate that Alberta is a secure, reliable and responsible energy provider.**

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Alberta's advocacy efforts focus on influencing public policy in key global geopolitical jurisdictions where such policies might have an impact on Alberta. In those key regions, IIR advocates on behalf of the province by educating decision makers, those who influence them and, to a lesser extent, the public, about the province's energy resources, their strategic and security value, economic impacts, environmental impacts, and the regulations in place that govern our development. Examples of IIR's advocacy engagement during the past fiscal year include:

### **Asia**

#### ***China (Chengdu and Harbin): Alberta-China Environmental Technology Workshops MARCH 2014***

Minister Dallas opened the Alberta-China Environmental Technology Workshops in Chengdu, Sichuan, and Harbin, Heilongjiang, demonstrating Alberta's interests and ability to cooperate with China on its priority interests of environment remediation and sustainable economic development policies and practices. These workshops concurrently supported prioritized efforts in China regarding environmental protection while profiling Alberta's capacity in sustainable economic development and building on the province's global reputation in these strength areas.

The Premier led a mission of 20 Alberta oil and gas companies to India for Petrotech, South Asia's largest oil and gas conference and exhibition.

The Premier signed an agriculture focused Memorandum of Understanding with the State of Meghalaya and another agreement for Joint Cooperation on Agriculture with the State of Punjab.

#### ***India: Petrotech Conference and Exhibition JANUARY 2014***

The Premier led a mission of 20 Alberta oil and gas companies to India for Petrotech, South Asia's largest oil and gas conference and exhibition. Minister Dallas, together with the Human Services Minister and the Human Services Associate Minister also participated in the mission, during which the Premier officially opened Alberta's International Office in New Delhi and met with some of India's most senior political and business executives to discuss strengthening of Alberta-India

trade and investment relations in the areas of energy, agriculture, education and information and communications technology. The Premier signed an agriculture focused Memorandum of Understanding with the State of

Meghalaya and another agreement for Joint Cooperation on Agriculture with the State of Punjab.

Minister Dallas and Associate Minister Teresa Woo-Paw delivered remarks while participating in the Canada-India Business Council's Oil and Gas Forum in Calgary on May 9-10, 2013. The event hosted a delegation of 30 senior Indian oil and gas executives visiting Alberta to explore investment opportunities in the energy sector. Approximately 70 representatives from Alberta oil and gas companies attended the two-day matchmaking initiative.

***Indonesian Delegation to Alberta***  
**NOVEMBER 2013**

The ministry assisted in hosting a delegation of officials from the Indonesian government's downstream regulatory body for oil and gas (BPH Migas). The delegation's visit focused on gathering information on policies and practices related to gas transmission and distribution in Alberta and assessing their applicability to Indonesia. As a result, the delegation is looking to develop several joint research projects and learning initiatives with the University of Calgary's School of Public Policy – Extractive Resource Governance Program to deepen their understanding of the issues and share their findings with the Indonesian government.

As a result, the delegation is looking to develop several joint research projects and learning initiatives with the University of Calgary's School of Public Policy – Extractive Resource Governance Program.

***China (Beijing): Framework Agreement*** **OCTOBER 2013**

In collaboration with IIR, the Energy Minister signed an historical framework agreement with China's National Energy Administration on Sustainable Energy Development. The agreement was signed in the presence of China's President Xi Jinping and Canada's Governor General, David Johnston. This agreement sets the stage for comprehensive and full spectrum Alberta-China energy cooperation building Alberta's and Canada's brand in China as a significant and responsible global energy producer and supplier.

***Consul General of the Socialist Republic of Vietnam in Vancouver visit to Alberta*** **OCTOBER 2013**

The Consul General of the Socialist Republic of Vietnam in Vancouver, Mr. Quang Dung Tran, undertook his first official visit to Alberta in October 2013, where IIR assisted in the development of a program of meetings, involving Government of Alberta Ministers and senior officials. The meetings were used to:

- confirm Vietnam as one of Alberta's key strategic partners in the Southeast Asia and Oceania region;

- discuss specific opportunities and areas of cooperation to further expand Alberta-Vietnam relations;
- reaffirm Alberta's commitment to an ambitious and comprehensive outcome to the Trans-Pacific Partnership (TPP) negotiations; and
- showcase Alberta's commitment to developing its natural resources in an environmentally responsible and sustainable way.

***Asian Development Bank Delegation to Alberta OCTOBER 2013***

The ministry assisted in hosting representatives of the Asian Development Bank, who came to learn more about what Alberta and Canada may contribute to the pilot project for the Low Carbon Technology Marketplace. The visit consisted of meetings with project developers, innovation centres and government officials. It helped position Alberta and innovation developers with respect to potential future projects with the Asian Development Bank.

This high dialogue reinforced Alberta's position as a reliable and responsible supplier of energy resources to global markets and the province's openness and commitment to developing stronger Canada-Asia linkages.

***China (Beijing): Canada China Investment Policy Forum SEPTEMBER 2013***

The Premier reinforced Alberta's messaging on foreign investment and fielded critical questions from key Chinese policy and industry leaders at the Canada China Investment Policy Forum in Beijing. This high dialogue reinforced Alberta's position as a reliable and responsible supplier

of energy resources to global markets and the province's openness and commitment to developing stronger Canada-Asia linkages.

***China (Xiamen): Canada Fujian Wood Seminar SEPTEMBER 2013***

Associate Minister Teresa Woo-Paw and Richard Lee, British Columbia Parliamentary Secretary Asia Pacific co-led the Canada Fujian Wood Seminar in Xiamen in September 2013. This initiative proved to be a great success in highlighting the high-quality production processes and certification standards of Canadian wood, promoting increased trade and supporting Alberta's efforts to underscore the province's strength in sustainable practices.

***Ambassador of the Republic of Korea visit to Alberta JUNE 2013***

His Excellency Hee-yong Cho, Ambassador of the Republic of Korea to Canada, visited Alberta from June 8 to 13, 2013. His visit allowed Alberta and South Korea to celebrate important milestones such as the Year of Korea in Canada, the 50th anniversary of diplomatic relations between Canada and Korea and the 60th anniversary of the Korean War Armistice. Ambassador Cho's visit also provided an opportunity to further expand long-standing cultural connections, and greater economic cooperation, between Alberta and South Korea.

***Indian High Commissioner to Canada visit to Alberta MAY-JUNE 2013***

The Indian High Commissioner to Canada, His Excellency Nirmal Kumar Verma, visited Alberta from May 31 to June 1, 2013. The main objective for the visit was to build on the Alberta-India partnership, focusing on opportunities available for increased trade and investment in energy, agriculture and education. The High Commissioner had official meetings with Minister Dallas, the Speaker of the Legislature and the Ministers and senior staff of the Ministries of Agriculture and Rural Development and Energy. The High Commissioner also had meetings with University of Alberta officials to update him on their ongoing work in India.

**Europe*****United Kingdom Energy and Climate Change Select Committee Delegation to Alberta NOVEMBER 2013***

The ministry assisted in the development of a program for the United Kingdom Energy and Climate Change Select Committee's visit to Alberta. The Select Committee is made up of members of parliament involved in examining the expenditures, administration and policies of the Department of Energy and Climate Change. The group was interested in learning more about carbon capture and storage, an area in which Alberta officials were able to demonstrate the province's commitment to encouraging science and innovation in the development of its natural resources.

***Climate Change Conference and Outreach Mission to Poland NOVEMBER 2013***

The Minister of Environment and Sustainable Resource Development attended the United Nations Framework Convention on Climate Change 19th Conference of Parties in Warsaw, Poland. This event was attended by over 10,000 participants from 189 countries, providing an opportunity to share Alberta's strategy to combat climate change. The ministry also facilitated meetings for the Minister with Polish government ministers to discuss common interests in resource development.

***Outreach Missions to European Union Member States OCTOBER AND SEPTEMBER 2013***

Minister Dallas and the Minister of Environment and Sustainable Resource Development undertook coordinated outreach missions to European Union Member States in order to reinforce Alberta's position as an innovator and leader in responsible energy development and share with them Alberta's position

Minister Dallas and the Minister of Environment and Sustainable Resource Development undertook coordinated outreach missions to European Union Member States in order to reinforce Alberta's position as an innovator and leader in responsible energy development and share with them Alberta's position on the proposed European Union Fuel Quality Directive.



on the proposed European Union Fuel Quality Directive implementing measures. Minister Dallas met with senior government officials in Bulgaria, Romania, Hungary, Latvia and Lithuania. The Environment and Sustainable Resource Development Minister met with senior government officials and business representatives in France, Slovakia, Austria, Croatia, Greece and Sweden.

***European Union Journalist Delegation to Alberta SEPTEMBER 2013***

The ministry developed an information program for a delegation of five European Union journalists to participate in an oil sands and energy orientation program. Over the two-day visit, the group had the opportunity to tour the Syncrude and Cenovus sites in Fort McMurray. The visit provided the opportunity for Alberta to demonstrate its commitment to transparent and sustainable resource development. The program supported, increased and informed media coverage in reference to the Alberta oil sands.

***Romania and Hungary Mission SEPTEMBER 2013***

The ministry facilitated and engaged in a Government of Alberta delegation to Romania and Hungary to provide their respective governments with an overview of Alberta resource development. The primary focus was to provide training and information to assist these governments in developing the technical, regulatory and public policy tools to support unconventional resource development.

***United Kingdom Delegation to Alberta SEPTEMBER 2013***

The ministry assisted in hosting Sir Mark Walport, the United Kingdom Chief Scientific Adviser to Her Majesty's Government and Head of the Government Office for Science in the United Kingdom, as he led a mission to Alberta to review the latest technologies being applied to shale gas development and carbon capture and storage.

***Republic of Turkey's Ministry of Energy and Natural Resources, Ministry of Petroleum Affairs and TPAO – the national oil and gas company – delegation visit to Alberta and British Columbia JULY 2013***

Six delegates, led by Mr. Ilker Sert, Deputy Undersecretary for the Ministry of Energy and Natural Resources, visited Alberta to review the province's regulatory regime, royalty and tenure programs related to the development of unconventional oil and gas resources. A one-week program was coordinated by IIR, which included meetings with Ministries of Energy, Environment and Sustainable Resource Development, the Alberta Energy Regulator and a number of Alberta companies.

Alberta companies are currently exploring and operating oil and gas wells in Turkey and there are others that see Turkey as a critical partner for the transport of oil and gas in the region. IIR also worked closely with British Columbia (BC) Oil and Gas Commission on the BC portion of the visit. The result has been the creation of stronger working ties with the Republic of Turkey in the energy sector and other business sectors. After the delivery of this program, Alberta hosted visits from Prof. Dr. Hasan Mural Ercan, Turkey's Deputy Minister of Energy and Natural Resources, and His Excellency Dr. Tuncay Babali, Ambassador of the Republic of Turkey to Canada.

## **Middle East**

### ***Arab League Ambassadors to Canada Delegation to Alberta***

**APRIL 2013**

The ministry hosted eight Arab League Ambassadors to Canada from Algeria, Morocco, Iraq, Egypt, the United Arab Emirates, Tunisia, Palestine and Lebanon. For many it was their first visit to the province. The group had meetings and tours in Edmonton, Calgary and Fort McMurray and was able to gain a high level understanding of the opportunities offered by Alberta. The group met with the Premier, relevant Ministers and representatives from the Edmonton Economic Development Corporation and multiple Alberta companies.

## **North America**

### ***Engagement with Key Organizations and State Legislators***

The ministry continued to work with influential, moderate and progressive organizations in the United States, including the Brookings Institution, the Foreign Policy Association and the Chicago Council on Global Affairs, to clearly communicate Alberta's policies and priorities and to demonstrate that the province is keenly prepared to work with others to tackle major issues and challenges, such as the environmental impacts of the oil sands and global climate change.

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Further, IIR engagement with state legislators from a variety of stakeholder organizations included:

- Council of State Governments;
- Council of State Governments–Midwest;
- Council of State Governments–WEST;
- Pacific NorthWest Economic Region;
- Ports-to-Plains Alliance; and
- Canadian/American Border Trade Alliance.

This was in part aimed at gaining support for Alberta's oil sands and associated industries, as well as facilitating further visits to Alberta by influential policy makers and decision influencers, like North Dakota Senator Heidi Heitkamp and Montana Governor Steve Bullock, to broaden the understanding and awareness of Alberta, Alberta policies and Alberta resources in the United States.

## Latin America

### *Ambassador of the Republic of Colombia visit to Alberta*

#### **NOVEMBER 2013**

His Excellency Nicolás Lloreda Ricaurte visited Alberta in November 2013, on his first official visit since his appointment in February 2013. The objectives of the Ambassador's visit revolved around expanding cooperation in the oil and gas sector between Alberta and Colombia. Ambassador Lloreda participated on a panel at a Pacific Alliance briefing breakfast on November 4, 2013 in Calgary, along with the Ambassadors of Chile, Mexico and Peru. Minister Dallas delivered opening remarks at the meeting.

The Ambassador's visit was an opportunity for Alberta to strengthen trade relations with Colombia, which is currently Alberta's thirteenth largest export market and the third largest market for Alberta in Latin America, after Mexico and Venezuela.

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#### **Promote the advantages of doing business in Alberta to attract foreign direct investment to the province.**

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The ministry's proactive and targeted attraction of investment capital into Alberta has been gaining momentum through the implementation of a number of focused initiatives in key markets. IIR led and supported missions focused on profiling Alberta as an innovative, entrepreneurial and stable market in which to place capital.

In 2013, Alberta ranked second, compared to other Canadian provinces and territories, in total investment per capita.

In 2013, the per capita investment into Alberta totalled \$27.6 thousand.

***Alberta Oil and Gas Innovation Seminar NOVEMBER 2013;  
Confindustria OCTOBER 2013***

The ministry, in partnership with Foreign Affairs, Trade and Development Canada hosted the Alberta Oil and Gas Innovation Seminar on November 28, 2013. The seminar focused on addressing the current technology gap that exists in Alberta's oil and gas industry. It outlined specific opportunities available for Italian companies to address these gaps, with the overall goal of promoting foreign direct investment into Alberta. There were approximately 80 attendees from 50 companies or associations, many of which also attended Confindustria's mission to Calgary in October 2013. In preparation for this visit, the ministry authored an article which was published in a widely distributed Italian magazine, outlining opportunities available for investment in Alberta. The ministry followed up with companies that had previous investment-related visits to Alberta, resulting in new investments.

Confindustria was an IIR supported incoming mission of over 30 individuals representing both government and industry from Italy. The association was made up of Italian service and equipment companies looking for investment opportunities in Alberta. Over the three-day visit, the delegation was

provided with the opportunity to network with various Alberta-based companies, participate in a full day seminar with question and answer periods, and experience an oil sands site visit. The government officials that accompanied this delegation were decision-makers involved with the European Union's Fuel Quality Directive. At least one of the participating companies has established an office in Alberta. Other companies that attended have been targeted by IIR officials as investment leads.

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***Innovation Program Seminars NOVEMBER 2013***

The United Kingdom Innovation Program Seminar, on November 26, 2013, supported by IIR, had a primary objective of creating awareness of the opportunities available in Alberta and addressing Alberta's energy and environmental needs through the use of innovative technologies. A secondary objective was to strengthen existing relationships and establish new ones with institutions, government officials and industry in order to benefit Alberta companies. The United Kingdom seminar was attended by 50 individuals representing both public and private sectors. IIR is following-up with several companies that expressed interest in pursuing opportunities in Alberta. On March 19, 2013, the ministry co-hosted a seminar in London with the Canadian Oil Sands Innovation Alliance to promote the work being done by this industry group in reducing the environmental impact of oil



sands operations and to highlight opportunities in Alberta for United Kingdom companies with innovative environmental technologies.

***Invest in Alberta Seminar Series SEPTEMBER 2013***

The ministry's involvement in the Invest in Alberta seminar series in 2013, which were held in China in the cities of Beijing, Shanghai, Guangzhou and Hong Kong promoted Alberta as a favourable jurisdiction for investment, business partnering and for sourcing product. Highlighting Alberta's low tax and rules-based environment, political stability, access and proximity to resources, strong post-secondary institutions, high quality innovation and highly educated and skilled workforce were key elements to these efforts.

Forty-eight delegates from various international companies attended the Stampede Investment Forum.

***Stampede Investment Forum JULY 2013***

The ministry partnered with Foreign Affairs, Trade and Development Canada and Calgary Economic Development to host the Stampede Investment Forum from July 2-5 in Calgary. The event attracted 48 senior executives from foreign and multinational environmental technology, renewable resource and energy

companies to participate in a four-day program, which provided companies with an opportunity to visit the oil sands and participate in a full day of programming, including seminars and a networking session.

**GOAL THREE:**

**Alberta's policy interests within Canada are advanced.**

The ministry leads the coordination of Alberta's economic, resource, environmental, social and fiscal policies and activities as they relate to other governments within Canada. It also works toward developing an intergovernmental strategy on issues of importance to Canadians, with its partners, clients and stakeholders to address challenges and take advantage of and grow opportunities. The ministry coordinates Alberta's leadership and participation within the Canadian federation in pursuit of a federal system that best serves the needs of Albertans and Canadians.

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**Expand domestic multilateral and bilateral partnerships  
to develop cooperative approaches on issues of  
mutual importance with other governments.**

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The ministry works across the Government of Alberta at all levels to expand multilateral and bilateral partnerships in order to develop cooperative approaches on issues of mutual importance with other governments.

**Premier's Meetings and Initiatives**

Throughout the year, the ministry supports the Premier in expanding partnerships through meetings and initiatives involving leaders of other Canadian provinces and jurisdictions.

***New West Partnership (NWP) Premiers' Meeting MARCH 2014***

The Premier and the Premiers of British Columbia and Saskatchewan took important action to address infrastructure challenges, capitalize on trade with Asia and continue to promote the flow of business between the three provinces. The Premiers released a statement on engagement with Asia, which focuses on joint work in the areas of trade and investment agreements, foreign direct investment, trade promotion and international education to ensure the New West Partnership fully realizes its potential as an Asia-facing region. The Premiers also discussed the broader implications of current challenges of moving grain by rail to ports and announced a NWP Transportation and Market Access Summit to be held in the fall of 2014. The summit will bring together government and supply chain stakeholders to explore ways to improve the long-term efficiency, reliability and competitiveness of western Canada's transportation system.

Throughout the year, the ministry supports the Premier in expanding partnerships through meetings and initiatives involving leaders of other Canadian provinces and jurisdictions.

The Premiers...announced a NWP Transportation and Market Access Summit to be held in the fall of 2014.

***Premier Marois of Quebec JANUARY 2014***

The Premier met with Quebec Premier Pauline Marois while attending the World Economic Forum in Davos, Switzerland.

The Premier met with other Premiers to discuss strategies and actions to facilitate economic growth.

***Council of the Federation (COF) Fall Meeting on the Economy in Toronto NOVEMBER 2013***

The Premier met with other Premiers to discuss strategies and actions to facilitate economic growth. Premiers discussed concerns with the Canada Jobs Grant and agreed on a path forward to negotiate better outcomes under the related agreements with the federal government.

Throughout the year, the ministry supports the Premier in expanding partnerships through meetings and initiatives involving leaders of other Canadian provinces and jurisdictions.

***Premier Clark of British Columbia NOVEMBER 2013***

The Premier and Premier Christy Clark of British Columbia announced they had reached a framework for an agreement to satisfy British Columbia's five conditions for supporting oil-pipeline development in the province.

***Premier Wynne of Ontario OCTOBER 2013***

The Premier met with Premier Kathleen Wynne of Ontario to discuss a number of issues of mutual importance to Ontario and Alberta, including Ontario's support of federal efforts to establish a national securities regulator and the progress of the COF Fiscal Arrangements Working Group.

***Premier Clark of British Columbia JULY 2013***

The Premier and Premier Christy Clark of British Columbia announced the creation of the British Columbia-Alberta Working Group to develop recommendations related to energy exports and opening new export markets for both provinces.

***Council of the Federation (COF) Annual Summer Meeting at Niagara-on-the-Lake JULY 2013***

As a result of the discussions at this meeting, the Premiers released the Canadian Energy Strategy Progress Report and directed that the Canadian

Energy Strategy Working Group continue its cross-jurisdictional work with stakeholders, particularly in the 10 areas of focus identified in the progress report. Other key outcomes of the meeting included collaboration in health care, disaster mitigation, emergency preparedness and response, rail safety, modernizing fiscal arrangements and a discussion of key issues around jobs and the economy.

Premiers released the Canadian Energy Strategy Progress Report and directed that the Canadian Energy Strategy Working Group continue its cross-jurisdictional work.

***Western Premiers' Conference (WPC) on Jobs and the Economy in Winnipeg JUNE 2013***

The Premier met with Premiers from British Columbia, Saskatchewan, Manitoba, Yukon, Northwest Territories and Nunavut to discuss important issues that affect western economies, including acute skilled labour shortages affecting their respective jurisdictions. To ensure labour shortages do not restrict economic growth, Premiers agreed on the need to:

- expand the labour force through skills training;
- attract workers through an effective approach to immigration;
- ensure Aboriginal people are well-positioned to fully participate in the economy; and
- engage with the private sector to encourage and support its necessary involvement in solving the skills shortage.

***Premier Alward of New Brunswick JUNE 2013***

The Premier visited New Brunswick to meet with Premier David Alward and discuss opportunities for New Brunswick and Alberta stemming from the proposed Energy East Pipeline Project, which would ship crude oil from western Canada to New Brunswick. Premier Alward then visited the Alberta Legislature in November 2013 to continue the conversation.

***Premier Wall of Saskatchewan APRIL 2013***

The Premier met with Premier Brad Wall of Saskatchewan to discuss advocacy efforts in the United States related to Canadian energy exports.

**Council of the Federation (COF) Working Groups**

Alberta is co-leading three Premier-led, Council of the Federation working groups on fiscal arrangements, health care innovation and energy issues. The ministry works closely with partner ministries to advance policy collaboration and bring deliverable items forward for Premiers to discuss and advance.

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***Fiscal Arrangements Working Group (FAWG)***

Premiers support an ongoing discussion to ensure fiscal arrangements are consistent with the provincial and territorial roles and responsibilities in the Confederation. The Premiers of Alberta, Ontario, Manitoba and New Brunswick are chairing further work by the Fiscal Arrangements



Working Group to collaborate on developing a set of specific options for modernizing both traditional fiscal arrangements and specific economic programs. The FAWG was established at the January 2012 Council of the Federation meeting.

#### ***Health Care Innovation Working Group (HCIWG)***

Alberta collaborates with other provinces through the Health Care Innovation Working Group, which the Premier of Alberta currently co-chairs with Ontario and Yukon Territory. In July 2013, the Premiers agreed to extend the mandate of the working group for three years to continue to achieve successful outcomes for Canadians.

#### ***Canadian Energy Strategy Working Group***

The Council of the Federation Canadian Energy Strategy Working Group is a forum for Alberta to find agreement on principles and objectives for energy development with other provinces and territories. Alberta believes that a Canadian Energy Strategy will set the groundwork for common goals, including efficient and effective energy infrastructure, as well as a collective commitment to environmentally responsible resource development.

The ministers' meetings in British Columbia, Ontario, Quebec and New Brunswick served to share information on key intergovernmental files and to build collaborative approaches on issues of mutual importance.

#### **Minister's and Associate Minister's Meetings**

The ministry supports Minister Dallas and Associate Minister Woo-Paw's work to build on Alberta's partnerships and relationships. The ministers' meetings in British Columbia, Ontario, Quebec and New Brunswick served to share information on key intergovernmental files and to build collaborative approaches on issues of mutual importance.

#### ***Ontario MARCH 2014***

In March 2014, Minister Dallas travelled to Ottawa to speak at the Canada Arab Business Council (CABC) Annual General Meeting, and to meet with priority country ambassadors and government officials. In addition to the keynote address at the CABC that focused on international cooperation and the priorities within the Alberta International Strategy, Minister Dallas also participated in an oil sands advocacy breakfast organized by the Alberta office in Ottawa.

#### ***Quebec FEBRUARY 2014 and British Columbia OCTOBER 2013***

Minister Dallas' meetings in British Columbia and Quebec focused on export development, including discussions on measures to increase foreign investment and support for small and medium enterprises.

***New Brunswick NOVEMBER 2013***

In New Brunswick, Minister Dallas gave the keynote address at the Alberta Opportunities for the Metal Working Industry conference, where he shared Alberta's commitment to environmental protection and responsible resource development. The conference was supported and attended by counterpart ministers from New Brunswick.

***Ontario JULY 2013***

In July 2013, Associate Minister Woo-Paw led an Asia Advisory Council delegation to Ottawa to engage with federal policy makers in key industry, trade, and foreign affairs ministries to exchange priorities and information and discuss Canada's approach to developing stronger ties to Asia, and the role Alberta sees for itself in supporting these efforts.

***British Columbia JUNE 2013***

In June 2013, Associate Minister Woo-Paw led an Asia Advisory Council delegation to the Asia Pacific Foundation's Canada-Asia 2013 Forum in Vancouver, and undertook a number of discussions with international policy makers and visiting current and former Canadian Heads of Missions in attendance at the conference. Discussions focused on jurisdictional best practices for engagement with Asia and current and emerging opportunities for Canadians in this fast growing marketplace.

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**Foster stronger relations with the Government of Canada  
and advocate Alberta's perspective on important intergovernmental  
issues, with the support of the Alberta Office in Ottawa.**

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The ministry works closely with members of the provincial cabinet to ensure Alberta's priorities are effectively articulated to the federal government. Cabinet members are encouraged to raise all of Alberta's top intergovernmental priorities when meeting with their federal counterparts and are provided the necessary briefing support to facilitate those conversations.

In 2013, the Premier met with Prime Minister Stephen Harper on several occasions. Two of the main issues discussed during those meetings were collaboration on flood recovery and mitigation, and federal actions on reviews of foreign direct investment. In November 2013, the federal government committed to providing \$2.8 billion for flood assistance in southern Alberta, which represented 90 per cent of the \$3.1 billion in claims submitted by Alberta and was consistent with the federal-provincial Disaster Financial Assistance

The ministry works closely with members of the provincial cabinet to ensure Alberta's priorities are effectively articulated to the federal government.

Arrangements. Discussion between the two orders of government on foreign investment are ongoing and the province is working closely with the federal government to ensure that Alberta has the resources it needs to continue to grow the economy for the benefit of Albertans and all Canadians.

The Alberta Ottawa Office opened on March 18, 2013, and functions to promote the province and enhance our strong relationship with the federal government.

The Alberta Ottawa Office opened on March 18, 2013, and functions to promote the province and enhance our strong relationship with the federal government. The focus of the office is to assist all Alberta ministries in strengthening relations with and communicating Alberta's message to key contacts in the National Capital Region. The office complements the existing relationships among ministers and deputy ministers and engages in activities that:

- help advance current priority issues and advocate Alberta's positions on these issues;
- strengthen relationships with key contacts, including Members of Parliament, key staff members, senior officials, foreign diplomats, academic institutions, media and others; and
- communicate the positive work being done in and by the province.

The Alberta Ottawa Office supports IIR's goal of advocating Alberta's perspective on important intergovernmental issues, such as making strong outreach efforts to advance Alberta's priorities and raise the province's profile with our federal partners. This includes engaging with decision-makers and stakeholders in Ottawa, Toronto and Montreal. The Ottawa Office has been involved in a number of critical advocacy activities, including meetings with key federal and provincial officials, presentations at policy forums and supporting visits by Alberta ministers and other representatives. Specific areas of advocacy include energy, market access and further clarifying the *Canada Investment Act* regime. The Ottawa Office also communicates Alberta's perspective, through events like the Alberta Energy Seminar series, which is aimed at federal public servants. In addition, the office has initiated a bi-monthly breakfast with Parliament Hill staff from Alberta, aimed at discussing issues affecting our province.

The office has been valuable for Alberta delegations visiting Ottawa and actively supports the work of all departments by being the Government of Alberta's eyes and ears on the ground in the national capital.

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**Provide policy advice, strategic analysis and support to the Premier and other elected officials, to advance Alberta's interests within Canada.**

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The Council of the Federation, the New West Partnership and the Western Premiers' Conference are all forums for intergovernmental relations in which Alberta's Premier participates. The Council of the Federation is comprised of all Premiers in Canada, while the New West Partnership includes the Premiers of Alberta, British Columbia and Saskatchewan, and the Western Premiers' Conference includes those three Premiers plus the Premier of Manitoba and the Territorial Premiers.

These forums provide Premiers with an opportunity to discuss issues important to their jurisdictions and allow Premiers to identify areas of potential cooperation and collaboration. The ministry provides policy advice and strategic analysis to the Premier for participation in these forums.

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As mandated, the ministry provided policy advice, strategic analysis and support to the Premier at the July 2013 meeting of the Council of the Federation at Niagara-on-the-Lake, Ontario. Among the issues discussed were:

- the Premiers' commitment to a fair and inclusive society;
- collaboration in health care, disaster mitigation, emergency preparedness and response, railroad safety; and
- modernizing fiscal arrangements, as well as priorities relating to jobs and the economy.

The Council of the Federation gathered again in November 2013 to continue multilateral discussions, this time focusing on the health of the Canadian economy.

The ministry is also heavily involved in supporting the Premier's leadership of three Council of the Federation working groups.

Since July 2012, Alberta's Premier has been co-leading the development of the Canadian Energy Strategy with the Premiers of Newfoundland and Manitoba. The Canadian Energy Strategy provides a strategic, forward thinking framework for sustainable energy development across Canada that recognizes regional strengths and priorities and respects provincial jurisdiction over natural resources. At the

The Canadian Energy Strategy provides a strategic, forward thinking framework for sustainable energy development across Canada.



July 2013 Council of the Federation meeting, Premiers publicly released the Canadian Energy Strategy Progress Report and directed that the Canadian Energy Strategy Working Group continue its cross-jurisdictional work with stakeholders and in the 10 areas of focus identified in the progress report. Alberta has taken a leadership role in advancing this work. Officials from Alberta Energy and IIR have participated in the 10 task teams and are collaborating with their provincial counterparts to identify goals, actions and initiatives that are pan-Canadian in scope, as well as bilateral and multilateral opportunities.

... the FAWG focused on discussions about strategic infrastructure investment, jobs and growth. This includes discussing the critical role infrastructure investment plays in creating good jobs and attracting investment...

Alberta continues to work with other provinces on the Fiscal Arrangements Working Group (FAWG) to ensure Alberta's priorities are represented in the conversation. This year, the FAWG focused on discussions about strategic infrastructure investment, jobs and growth. This includes discussing the critical role infrastructure investment plays in creating good jobs and attracting investment in such areas as manufacturing, transportation, research and development and resource development, all of which are of great importance to securing Alberta's economic future.

The quality and sustainability of Canada's health care systems are being improved through the work of the Council of the Federation's Health Care Innovation Working Group (HCIWG). Over the past year, the working group has achieved a number of successes aligned with Alberta's priorities, including

The quality and sustainability of Canada's health care systems are being improved through the work of the Council of the Federation's Health Care Innovation Working Group.

lowering the cost of pharmaceutical drugs. Effective April 1, 2013, participating provinces and territories set a price for the six most common generic drugs, resulting in \$100 million in savings annually. Additionally, negotiations with suppliers have been completed for 10 brand name drugs and an additional 17 drugs are presently under negotiation. In total, joint work on these 27 drugs will result in approximately an additional \$60-70 million savings annually. Further, all participating provinces and territories agreed to adopt

guidelines as appropriate for their jurisdictions for the use of medical imaging in minor head injuries, lower back pain and headaches to make sure Canadians are getting the most out of their health care systems. The working group also identified appropriateness of care and seniors care as priority initiatives for their ongoing work.

At the most recent New West Partnership (NWP) meeting in March 2014, Alberta, British Columbia and Saskatchewan Premiers released a statement on engagement with Asia, which focuses on joint work in the areas of trade and investment agreements, foreign direct investment, trade promotion and international education to ensure the New West fully realizes its potential as an Asia-facing region. Premiers announced that an NWP Transportation and Market Access Summit will be held in the fall of 2014. Western Canada's

transportation system has taken on renewed priority in recent months due to the challenges faced by prairie farmers in ensuring their grain is moved by rail to ports in a timely manner. The resulting grain backlog is a symptom of broader challenges in the system, and impacts all commodities. The summit will bring together government and supply chain stakeholders to explore ways to improve the long-term efficiency, reliability and competitiveness of western Canada's transportation system.

Premiers also committed to work together to remove barriers to mobility across western Canada for apprentices in the skilled trades. To make it easier for residents to move among the New West provinces, Premiers agreed to exempt qualifying private vehicles imported between NWP jurisdictions from out of province inspections. Moreover, NWP Premiers share a common interest in engaging Aboriginal people in the economy and have provided strategic direction, for work with business and Aboriginal communities within their jurisdictions, on Aboriginal workforce engagement. Premiers also agreed to a Memorandum of Understanding on Open Source Textbooks, which will see the three provinces work together to make higher education more affordable by developing Open Education Resources within their advanced education sectors.

In all intergovernmental matters, the ministry works closely with partners across the government. In 2013, 74 per cent of colleagues surveyed agreed that together with IIR progress has been made on the government's intergovernmental priorities, and 80 per cent of colleagues surveyed were satisfied with services to advance Alberta's interests within Canada.

In all intergovernmental matters, the ministry works closely with partners across the government.

In 2013-14, IIR reviewed and approved 232 intergovernmental agreements for signature.

80% of clients surveyed are satisfied with services to advance Alberta's interests within Canada.

---

**In collaboration with other ministries, complete timely and consistent reviews and approvals of intergovernmental agreements.**

---

The ministry worked with other Alberta government ministries as they negotiated and entered into intergovernmental agreements. In 2013-14, IIR reviewed over 455 of agreements between the Government of Alberta and other governments. A total of 232 intergovernmental agreements proceeded to signature. The ministry's obligation to undertake this work stems from Section 11 and Schedule 6 of the *Government Organization Act*.

The ministry further collaborated with other ministries by leading workshops to discuss intergovernmental policies and the importance of consistent application of those policies when negotiating intergovernmental agreements.

The ministry worked with other Alberta government ministries as they negotiated and entered into intergovernmental agreements.

74% of clients surveyed agree that progress has been made on intergovernmental priorities.

85% of clients agree that they have the information that they need about Alberta's trade obligations.

#### GOAL FOUR:

**An effective rules-based system supports Alberta's priorities in trade in goods and services, investment flows and labour mobility.**

The ministry enhances opportunities for Albertans through the negotiation, implementation and ongoing management of trade agreements that promote the free flow of goods, services, people and investment within Canada and internationally.

#### **Reduce barriers to trade, labour mobility and investment.**

The ministry's ongoing contributions to international and domestic trade agreements have assisted with reducing barriers to trade, labour mobility and investment.

IIR continues to work with the federal government to ensure that a completed CETA will reduce barriers to trade and investment, thereby producing substantial gains for many of Alberta's key sectors.

Ministry officials worked closely with the federal government on the Comprehensive Economic and Trade Agreement (CETA) negotiations with the European Union. Alberta supported the October 18, 2013, announcement of an Agreement in Principle on the CETA. As Canada and the European Union endeavour to resolve outstanding negotiating issues, IIR continues to work with the federal government to ensure that a completed CETA will reduce barriers to trade and investment, thereby producing substantial

gains for many of Alberta's key sectors, including agriculture and agri-food, manufacturing, chemicals and plastics and forest products. A completed CETA will also provide new opportunities for Alberta's beef and pork producers in markets that were previously closed or severely restricted.

The ministry continues to be an active participant in the Trans-Pacific Partnership (TPP) negotiations. As TPP members represent a market of more than 792 million people and a GDP of \$28.1 trillion, equivalent to nearly 40 per cent of the world economy, a successful TPP agreement would assist in reducing barriers to trade and investment.

The ministry's efforts have helped Alberta become a leader in the liberalization of trade within Canada, as seen by the establishment of the New West Partnership Trade Agreement (NWPTA) with British Columbia and Saskatchewan. IIR also continues to actively support the removal of domestic barriers to trade by applying, where necessary, the

dispute mechanisms of the trade agreements to ensure jurisdictions live up to their trade obligations. Currently, IIR is leading Alberta's participation in a trade dispute under the pan-Canadian Agreement on Internal Trade against restrictions on

the manufacture and sale of dairy blends products. By challenging these discriminatory measures, IIR is supporting Alberta's agriculture sector and fighting for open and fair trade.

IIR also continues to actively support the removal of domestic barriers to trade by applying, where necessary, the dispute mechanisms of the trade agreements to ensure jurisdictions live up to their trade obligations.

---

**Represent Alberta's interests in negotiations  
that promote liberalization of trade,  
investment and labour mobility.**

---

The ministry works closely with the federal government to ensure the province is represented in international negotiations when they affect areas under provincial jurisdiction.

The ministry represented Alberta's interests throughout the negotiations leading to the successful Canada European Union Comprehensive Economic and Trade Agreement (CETA) Agreement in Principle. From the outset, in 2009, IIR has been heavily involved in the negotiations, and will continue to be actively involved as the negotiations move toward a conclusion.

The ministry also worked closely with the federal government to ensure that Alberta's interests were represented throughout the process of achieving a Canada-South Korea free trade agreement. On March 11, 2014, Prime Minister Stephen Harper and South Korean President Park Geun-hye announced the conclusion of negotiations. With more than \$616 million of annual exports to South Korea, this free trade agreement is a natural fit for Alberta, as South Korea is Alberta's fifth largest export market and an important source of trade and investment. This free trade agreement enhances market access for Alberta's export sectors including:

- agricultural and agri-food products;
- forestry and value-added wood products; and
- industrial goods.

With more than \$616 million of annual exports to South Korea, this free trade agreement is a natural fit for Alberta, as South Korea is Alberta's fifth largest export market and an important source of trade and investment.



Alberta strongly supports Canada's participation in the TPP negotiations.

The ministry has also worked closely with the federal government on the Trans-Pacific Partnership (TPP) negotiations to advance Alberta's interests and to promote an outcome that will benefit Albertans. Alberta strongly supports Canada's participation in the TPP negotiations and sent representatives from IIR to ministerial meetings in December 2013 and February 2014, in addition to various negotiating sessions during the year.

Further, IIR continues to work closely with officials from British Columbia and Saskatchewan on the New West Partnership Trade Agreement (NWPTA), which was fully implemented on July 1, 2013. Ongoing monitoring of compliance and responses to complaints continue to ensure Albertans are receiving the full benefits of the agreement, while IIR is also leading further negotiations on technical improvements to the NWPTA.

The ministry is working with other provinces, territories and the federal government through the Committee on Internal Trade to expand the pan-Canadian Agreement on Internal Trade. Alberta's key interests under an expanded and more comprehensive Agreement

The ministry is working with other provinces, territories and the federal government... to expand the pan-Canadian Agreement on Internal Trade (AIT).

on Internal Trade would be a set of consistent trade rules that apply equally across all sectors of the economy covering all goods, services, investment and labour mobility with any exceptions clearly identified. This would emulate the more effective NWPTA model.

The ministry also meets regularly with stakeholders to ensure that all of Alberta's interests are addressed not only in negotiations with other provinces, territories and the federal government, but also when Alberta's commitments under these agreements are being implemented.

---

**Anticipate, prevent and manage disputes and defend Alberta's interests under existing trade and investment agreements.**

---

Alberta has passed legislation to support the implementation of the Convention on the Settlement of Investment Disputes between States and Nationals of other States – commonly known as the ICSID Convention. The federal government announced on November 1, 2013, that it had formally ratified the Convention.

Alberta's implementing legislation complements the Canadian ratification. The ICSID Convention, ratified by 150 countries to date, establishes a procedural framework for the resolution of disputes between foreign investors and their host states. Ratification of the Convention will create certainty for investors both within Alberta and abroad, promote economic growth and sustain success and prosperity for all Albertans.

The ministry also moved forward with a technical amendment to align the *Government Organization Act* (GOA) with forthcoming changes to the dispute mechanism of the Agreement on Internal Trade. The GOA amendment allows an order of a dispute panel to be enforceable in Alberta courts. All parties to the Agreement on Internal Trade – the federal, provincial and territorial governments – have committed to ensure that dispute panel orders are enforceable in their respective courts. The GOA amendment fulfils this commitment on the part of Alberta.

#### ***Foreign Direct Investment (FDI)***

The ministry has been working closely with other ministries on analysis and responses to foreign investment reviews initiated under the *Investment Canada Act* (ICA). An interdepartmental working group was established to develop a process for engaging the Government of Canada to seek clarity on the new FDI rules and to enhance Alberta's participation in the federal ICA reviews. Since the formation of the working group, a consistent, rigorous process for Government of Alberta participation in ICA reviews has been established, as well as an Alberta-specific approach to guide the assessment of proposed FDI into the province. The working group is currently developing baseline data on FDI in Alberta, as well as a communications tools to highlight to investors why Alberta is a desirable investment location, and to pursue clarity with respect to federal investment rules.

Key findings and recommendations are detailed in the Results-based Budgeting Report to Albertans November 2013 and in the Alberta International Offices Report.

## Integrated Results Analysis

In cycle one of the results-based budgeting process, the International Relations division, Alberta's International Offices and the Trade Policy unit from the Intergovernmental Relations division were reviewed under the Economic Development (Market Access, Value-Added and Diversification) line of business. Key findings and recommendations from the line of business review are reported in the Results-based Budgeting Report to Albertans published in November 2013, and include a recommendation to expand Alberta's international profile and access to markets.<sup>2</sup> The detailed review report for Alberta's International Offices is also included as an appendix to Alberta's International Strategy.

The Intergovernmental Relations division, with the exception of the Trade Policy unit, is being reviewed in cycle three of the results-based budgeting process under the Enterprise and Ministry Support Services line of business. Development of cycle three review plans began in December 2013. The final reports for the cycle three reviews are to be completed by fall 2014.

The table below compares the ministry's 2013-14 actual expenses with the 2013-14 budget and the 2012-13 actual expenses. It also highlights the number of full-time equivalent (FTE) positions in the ministry.

### FINANCIAL HIGHLIGHTS

(IN THOUSANDS)

	2013-14		2012-13
	BUDGET	ACTUAL	ACTUAL
Ministry Support Services	6,200	5,796	5,656
Intergovernmental Relations	6,318	5,406	4,703
International Relations	24,676	21,408	18,098
<b>Total</b>	<b>\$ 37, 194</b>	<b>\$ 32,610</b>	<b>\$ 28,457</b>
Number of FTEs	204		187

<sup>2</sup> Results-based Budgeting Report to Albertans November 2013, Government of Alberta, page 15.

The ministry's actual expenses for 2013-14 were \$32.6 million, resulting in a surplus of \$4.6 million. Approximately \$3 million of this surplus resulted from various staff vacancies throughout the year. An additional \$1.1 million of this surplus resulted from the timing of the opening of the Chicago, India and Singapore International Offices, and the postponement of opening the Alberta Guangzhou and California International Offices until 2014-15. The remaining \$0.5 million surplus resulted from lower than anticipated costs associated with trade disputes.

The actual expenses for 2013-14 exceeded the actual expenses for 2012-13 by \$4.2 million. This included a \$2.1 million increase in salaries and benefits resulting from additional FTEs and more vacancies being filled in 2013-14 than in 2012-13. An additional \$1 million increase resulted from the Alberta Abroad program being fully established; \$0.6 million from the addition of the Chicago, India and Singapore Offices, and \$0.5 million from Ottawa Office becoming fully operational.

Over the past two years, the ministry has undertaken significant organizational and operational changes, some of which are mentioned above. In 2013-14, Alberta's International Strategy was introduced and new process changes were implemented that significantly impacted the ministry's role in the coordination of international and intergovernmental activities across the Government of Alberta, and the services IIR provides to Alberta businesses. The ministry also led the government's efforts in support of its focused agenda on market access. In addition, outreach to other Alberta ministries to build understanding of the ministry's role and responsibilities are uncovering more intergovernmental issues and agreements for the ministry's review. All of these initiatives have seen the ministry's client list grow by almost 60 per cent over two years. The ministry's budget and FTEs were increased to help address these changes.

During this time, the ministry saw a decline in the results of its client satisfaction performance measures (page 11). While overall the results of the measures are good, ranging from 80 per cent to 85 per cent, they are not as strong as they were prior to the changes underway in the ministry. As IIR continues to implement the changes, the ministry is committed to improving these results by building stronger connections with its new clients and working with established clients to adapt to these changes. The ministry will also continue to work toward filling vacant positions, which will further support client service.

Results of ministry client satisfaction-based performance measures are found in the Performance Measures Summary Table on page 11.





## FINANCIAL INFORMATION



## Ministry of International and Intergovernmental Relations

### FINANCIAL STATEMENTS

For the year ended March 31, 2014

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## Independent Auditor's Report

To the Members of the Legislative Assembly

### Report on the Financial Statements

I have audited the accompanying financial statements of the Ministry of International and Intergovernmental Relations, which comprise the statement of financial position as at March 31, 2014, and the statements of operations and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

### Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

### Auditor's Responsibility

My responsibility is to express an opinion on these financial statements based on my audit. I conducted my audit in accordance with Canadian generally accepted auditing standards. Those standards require that I comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

### Opinion

In my opinion, the financial statements present fairly, in all material respects, the financial position of the Ministry of International and Intergovernmental Relations as at March 31, 2014, and the results of its operations and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

[ Original signed by Merwan N. Saher, FCA ]

Auditor General

June 5, 2014

Edmonton, Alberta

# Financial Statements

## STATEMENT OF OPERATIONS

Year ended March 31, 2014

(IN THOUSANDS)

	2014		2013
	BUDGET	ACTUAL	ACTUAL
<b>Revenues (SCHEDULE 1)</b>			
Other Revenue	\$ 215	\$ 751	\$ 272
	<u>215</u>	<u>751</u>	<u>272</u>
<b>Expenses - Directly Incurred (NOTE 2b AND SCHEDULE 7)</b>			
Programs (SCHEDULES 3 AND 4)			
Ministry Support Services	6,200	5,796	5,656
Intergovernmental Relations	6,318	5,406	4,703
International Relations	24,676	21,408	18,098
	<u>37,194</u>	<u>32,610</u>	<u>28,457</u>
<b>Net Operating Results</b>	<u>\$ (36,979)</u>	<u>\$ (31,859)</u>	<u>\$ (28,185)</u>

The accompanying notes and schedules are part of these financial statements.

## STATEMENT OF FINANCIAL POSITION

As at March 31, 2014

(IN THOUSANDS)

	2014	2013
<b>ASSETS</b>		
Cash	\$ 1,928	\$ 1,930
Accounts Receivable	55	79
Advances (NOTE 3)	729	521
Tangible Capital Assets (NOTE 4)	133	161
	<u>\$ 2,845</u>	<u>\$ 2,691</u>
<b>LIABILITIES</b>		
Accounts Payable and Accrued Liabilities	<u>\$ 4,181</u>	<u>\$ 4,473</u>
<b>NET LIABILITIES</b>		
Net Liabilities at Beginning of Year	(1,782)	(276)
Net Operating Results	(31,859)	(28,185)
Net Financing Provided from General Revenues	32,305	26,679
Net Liabilities at End of Year	<u>(1,336)</u>	<u>(1,782)</u>
	<u>\$ 2,845</u>	<u>\$ 2,691</u>

Contractual obligations. (NOTE 5)

The accompanying notes and schedules are part of these financial statements.

## STATEMENT OF CASH FLOWS

Year ended March 31, 2014

(IN THOUSANDS)

	2014	2013
<b>Operating Transactions</b>		
Net Operating Results	\$ (31,859)	\$ (28,185)
Non-cash items included in Net Operating Results		
Amortization	35	26
	<u>(31,824)</u>	<u>(28,159)</u>
Decrease (Increase) in Accounts Receivable	24	(43)
(Decrease) Increase in Accounts Payable and Accrued Liabilities	<u>(292)</u>	<u>1,557</u>
Cash Applied to Operating Transactions	(32,092)	(26,645)
<b>Capital Transactions</b>		
Acquisition of Tangible Capital Assets	(7)	(42)
<b>Investing Transactions</b>		
(Increase) Decrease in Advances	(208)	6
<b>Financing Transactions</b>		
Net Financing Provided from General Revenues	<u>32,305</u>	<u>26,679</u>
Decrease in Cash	(2)	(2)
Cash at Beginning of Year	1,930	1,932
Cash at End of Year	<u>\$ 1,928</u>	<u>\$ 1,930</u>

The accompanying notes and schedules are part of these financial statements.



## NOTES TO THE FINANCIAL STATEMENTS

### NOTE 1 AUTHORITY AND PURPOSE

The Ministry of International and Intergovernmental Relations operates under the authority of the *Government Organization Act*, Chapter G-10, Revised Statutes of Alberta 2000.

The purpose of the ministry is to lead government-wide policies, strategies and partnerships with other Canadian and foreign governments, as well as industry, to capitalize on Alberta's regional, national and global relationships and opportunities.

The ministry fulfils this role by focusing on:

- coordinating Alberta's relationships with governments across Canada and around the world;
- enhancing Alberta's national and international presence on behalf of Albertans; and
- facilitating export development and investment attraction from targeted international markets.

### NOTE 2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES AND REPORTING PRACTICES

These financial statements are prepared in accordance with Canadian Public Sector Accounting Standards.

#### (a) Reporting Entity

The reporting entity is the Ministry of International and Intergovernmental Relations, for which the Minister of International and Intergovernmental Relations is accountable. The ministry Annual Report provides a more comprehensive accounting of the financial position and results of the ministry's operations, for which the Minister is accountable.

All departments of the Government of Alberta operate within the General Revenue Fund (the Fund). The Fund is administered by the President of Treasury Board and Minister of Finance. All cash receipts of the ministry are deposited into the Fund and all cash disbursements made by the ministry are paid from the Fund. Net Financing Provided from General Revenues is the difference between all cash receipts and all cash disbursements made.

#### (b) Basis of Financial Reporting

##### **Revenues**

All revenues are reported on the accrual basis of accounting. Cash received for which goods or services have not been provided by year end is recorded as deferred revenue.

##### **CREDIT OR RECOVERY**

Credit or Recovery initiatives provide a basis for authorizing spending. Credits or Recoveries are shown in the details of the Government Estimates for a supply vote. If budgeted revenues

**NOTE 2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES AND REPORTING PRACTICES (continued)**

are not fully realized, spending is reduced by an equivalent amount. If actual credit or recovery amounts exceed budget, the ministry may, with the approval of the Treasury Board Committee, use the excess to fund additional expenses of the program. Schedule 2 discloses information on the ministry's credit or recovery initiatives.

**Expenses**

**DIRECTLY INCURRED**

Directly incurred expenses are those costs for which the ministry has primary responsibility and accountability, as reflected in the government's budget documents.

In addition to program operating expenses such as salaries, supplies, etc., directly incurred expenses also include:

- amortization of tangible capital assets;
- pension costs, which are the cost of employer contributions for current service of employees during the year; and
- valuation adjustments, which include changes in the valuation allowances used to reflect financial assets at their net recoverable or other appropriate value. Valuation adjustments also represent the change in management's estimate of future payments arising from obligations relating to vacation pay, guarantees and indemnities.

**INCURRED BY OTHERS**

Services contributed by other entities in support of the ministry's operations are not recognized, and are disclosed in Schedule 6 and allocated to programs in Schedule 7.

**Assets**

Financial assets are assets that could be used to discharge existing liabilities or finance future operations and are not for consumption in the normal course of operations. Financial assets of the ministry are limited to financial claims, such as advances to and receivables from other organizations, employees and other individuals. Assets acquired by right are not included. Tangible capital assets of the ministry are recorded at historical cost and amortized on a straight-line basis over the estimated useful lives of the assets. The threshold for all other tangible capital assets is \$5,000.

Cash consists of deposits held with financial institutions.

Amortization is only charged if the tangible capital asset is in use.

**Liabilities**

Liabilities are recorded to the extent that they represent present obligations as a result of events and transactions occurring prior to the end of the fiscal year. The settlement of liabilities will result in the sacrifice of economic benefits in the future.

**NOTE 2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES AND REPORTING PRACTICES (continued)**

***Net Liabilities***

Net liabilities represent the difference between the carrying value of assets held by the ministry and its liabilities.

Canadian Public Sector Accounting Standards require a "net debt" presentation for the statement of financial position in the summary financial statements of governments. Net debt presentation reports the difference between financial assets and liabilities as "net debt" or "net financial assets" as an indicator of the future revenues required to pay for past transactions and events. The ministry operates within the government reporting entity and does not finance all its expenditures by independently raising revenues. Accordingly, these financial statements do not report a net debt indicator.

***Measurement Uncertainty***

(in thousands)

Measurement uncertainty exists when there is a variance between the recognized or disclosed amount and another reasonably possible amount.

Accounts payable and accrued liabilities include measurement uncertainty of \$622 (2013: \$711) is related to separation allowances calculated for Locally Engaged Staff (LES) located at our international offices. Separation allowances include the LES vacation liabilities and potential severance payments as required by local international jurisdiction's labour law.

The ministry's liability could change substantially in the future, if factors considered by management in establishing the estimates were to change significantly.

***Foreign Currency Transactions***

The ministry uses the temporal method to translate foreign currency transactions as follows:

- monetary items are translated at the rate of exchange in effect at the balance sheet date; and
- expense items and non-monetary items are translated at the rate of exchange in the period they occur.

**NOTE 3 ADVANCES**

(in thousands)

Advances are primarily for operational use for the co-located international offices.

	2014 NET REALIZABLE VALUE	2013 NET REALIZABLE VALUE
Advances	\$ 729	\$ 521

**NOTE 4 TANGIBLE CAPITAL ASSETS**  
(in thousands)

	2014		2013	
	EQUIPMENT <sup>(a)</sup>	COMPUTER HARDWARE AND SOFTWARE	TOTAL	TOTAL
Estimated Useful Life	5 – 15 years	2 – 10 years		
Historical Cost				
Beginning of year	\$ 810	\$ 158	\$ 968	\$ 926
Additions	7	-	7	42
	<u>\$ 817</u>	<u>\$ 158</u>	<u>\$ 975</u>	<u>\$ 968</u>
Accumulated Amortization				
Beginning of year	\$ 705	\$ 102	\$ 807	\$ 781
Amortization expense	23	12	35	26
	<u>\$ 728</u>	<u>\$ 114</u>	<u>\$ 842</u>	<u>\$ 807</u>
Net book value at March 31, 2014	<u>\$ 89</u>	<u>\$ 44</u>	<u>\$ 133</u>	
Net book value at March 31, 2013	<u>\$ 105</u>	<u>\$ 56</u>		<u>\$ 161</u>

<sup>(a)</sup> Equipment includes office equipment and furniture.

**NOTE 5 CONTRACTUAL OBLIGATIONS**  
(in thousands)

Contractual obligations are obligations of the ministry to others that will become liabilities in the future when the terms of those contracts or agreements are met.

	2014	2013 RESTATED
Service Contracts	\$ 925	\$ 1,396
Grants	147	-
	<u>\$ 1,072</u>	<u>\$ 1,396</u>

All ministry contractual obligations expire by March 31, 2015.



**NOTE 6 BENEFIT PLANS**

(in thousands)

The ministry participates in the multi-employer pension plans: Management Employees Pension Plan and Public Service Pension Plan. The ministry also participates in the multi-employer Supplementary Retirement Plan for Public Service Managers. The expense for these pension plans is equivalent to the annual contributions of \$2,463 for the year ended March 31, 2014 (2013 - \$2,105). Ministries are not responsible for future funding of the plan deficit other than through contribution increases.

At December 31, 2013, the Management Employees Pension Plan reported a surplus of \$50,547 (2012 - deficiency \$303,423), the Public Service Pension Plan reported a deficiency of \$1,254,678 (2012 - deficiency \$1,645,141), and the Supplementary Retirement Plan for Public Service Managers had a deficiency of \$12,384 (2012 - deficiency \$51,870).

The ministry also participates in two multi-employer Long Term Disability Income Continuance Plans. At March 31, 2014, the Bargaining Unit Plan reported an actuarial surplus of \$75,200 (2013 - surplus \$51,717) and the Management, Opted Out and Excluded Plan an actuarial surplus of \$24,055 (2013 - surplus \$18,327). The expense for these two plans is limited to the employer's annual contributions for the year.

**NOTE 7 COMPARATIVE FIGURES**

Certain 2013 figures have been reclassified to conform to the 2014 presentation.

**NOTE 8 APPROVAL OF FINANCIAL STATEMENTS**

The financial statements were approved by the Senior Financial Officer and the Deputy Minister.

## SCHEDULES TO THE FINANCIAL STATEMENTS

### SCHEDULE 1

#### Revenues

Year ended March 31, 2014

(IN THOUSANDS)

	2014		2013
	BUDGET	ACTUAL	ACTUAL
Other Revenue			
Refund of Expenditure	\$ 15	\$ 245	\$ 6
Revenues from Agreements (SCHEDULE 2)	200	506	266
	<u>\$ 215</u>	<u>\$ 751</u>	<u>\$ 272</u>

**SCHEDULE 2****Credit or Recovery**

Year ended March 31, 2014

(IN THOUSANDS)

	2014		
	AUTHORIZED	ACTUAL	(SHORTFALL)/ EXCESS
International Trade Shows	\$ 200	\$ 506	\$ 306
	<u>\$ 200</u>	<u>\$ 506</u>	<u>\$ 306</u>

### SCHEDULE 3

#### Expenses - Directly Incurred Detailed by Object

Year ended March 31, 2014

(IN THOUSANDS)

	2014		2013
	BUDGET	ACTUAL	ACTUAL
Salaries, Wages and Employee Benefits	\$ 27,785	\$ 24,052	\$ 20,927
Supplies and Services	10,576	9,786	9,693
Grants	1,000	877	74
Financial Transactions and Other	136	103	99
Amortization of Tangible Capital Assets	50	35	26
	<u>39,547</u>	<u>34,853</u>	<u>30,819</u>
Less Recovery from Support Service Agreements with Related Parties <sup>(a)</sup>	(2,353)	(2,243)	(2,362)
	<u>\$ 37,194</u>	<u>\$ 32,610</u>	<u>\$ 28,457</u>

<sup>(a)</sup> The Ministry of International and Intergovernmental Relations provides Information Management Technology, Freedom of Information and Protection of Privacy, Finance, Administration, and Human Resource Services for the Ministry of Aboriginal Relations.



## SCHEDULE 4

### Lapse/Encumbrance

Year ended March 31, 2014

(IN THOUSANDS)

	VOTED ESTIMATE <sup>(1)</sup>	ADJUSTMENTS <sup>(2)</sup>	ADJUSTED VOTED ESTIMATE	ACTUAL <sup>(3)</sup>	UNEXPENDED (OVER EXPENDED)
<b>Program - Operating</b>					
<b>1.0 Ministry Support Services</b>					
1.0.1 Minister's Office	\$ 628	\$ -	\$ 628	\$ 545	\$ 83
1.0.2 Associate Minister's Office	248	-	248	221	27
1.0.3 Deputy Minister's Office	641	-	641	616	25
1.0.4 Communications	522	-	522	536	(14)
1.0.5 Corporate Services	4,111	-	4,111	3,843	268
	<u>\$ 6,150</u>	<u>\$ -</u>	<u>\$ 6,150</u>	<u>\$ 5,761</u>	<u>\$ 389</u>
<b>2.0 Intergovernmental Relations</b>	<u>\$ 6,318</u>	<u>\$ -</u>	<u>\$ 6,318</u>	<u>\$ 5,406</u>	<u>\$ 912</u>
<b>3.0 International Relations</b>					
3.0.1 International Relations	\$ 13,744	\$ -	\$ 13,744	\$ 13,297	\$ 447
3.0.2 International Offices	10,932	-	10,932	8,111	2,821
	<u>\$ 24,676</u>	<u>\$ -</u>	<u>\$ 24,676</u>	<u>\$ 21,408</u>	<u>\$ 3,268</u>
Total	<u>\$ 37,144</u>	<u>\$ -</u>	<u>\$ 37,144</u>	<u>\$ 32,575</u>	<u>\$ 4,569</u>
<b>Lapse/(Encumbrance)</b>					<u>\$ 4,569</u>
<b>Program - Capital</b>					
<b>1.0 Ministry Support Services</b>					
1.0.5 Corporate Services	\$ 25	\$ (17)	\$ 8	\$ 7	\$ 1
Total	<u>\$ 25</u>	<u>\$ (17)</u>	<u>\$ 8</u>	<u>\$ 7</u>	<u>\$ 1</u>
<b>Lapse/(Encumbrance)</b>					<u>\$ 1</u>

<sup>(1)</sup> As per "Operational Vote by Program", "Voted Capital Vote by Program" and "Financial Transaction Vote by Program" page 160 of 2013-14 Government Estimates.

<sup>(2)</sup> Adjustments include encumbrances, capital carry forward amounts and credit or recovery increases approved by Treasury Board and credit or recovery shortfalls. An encumbrance is incurred when, on a vote by vote basis, the total of actual disbursements in the prior year exceed the total adjusted estimate. All calculated encumbrances from the prior year are reflected as an adjustment to reduce the corresponding Voted Estimate in the current year.

<sup>(3)</sup> Actuals exclude non-voted amounts such as amortization and valuation adjustments.

## SCHEDULE 5

### Salary and Benefits Disclosure

Year Ended March 31, 2014

	2014			2013	
	BASE SALARY <sup>(1)</sup>	OTHER CASH BENEFITS <sup>(2)</sup>	OTHER NON-CASH BENEFITS <sup>(3)</sup>	TOTAL	TOTAL RESTATE <sup>(4)</sup>
Deputy Minister <sup>(4)</sup>	\$ 255,312	\$ 6,754	\$ 79,848	\$ 341,914	\$ 361,313
Minister, Counsellor - United States <sup>(5)</sup>	281,586	60,542	18,472	360,600	168,740
Alberta Representative in Asia	275,159	50,868	234,252	560,279	465,766
Alberta Representative in Ottawa <sup>(6)</sup>	275,159	57,970	27,285	360,414	57,867
Executives					
Assistant Deputy Minister - Intergovernmental Relations	192,891	1,850	56,766	251,507	263,386
Chief Assistant Deputy Minister - International Relations <sup>(7)</sup>	179,235	13,204	51,023	243,462	301,410
Assistant Deputy Minister - Corporate Services <sup>(4) (8)</sup>	181,000	1,850	53,377	236,227	242,916

<sup>(1)</sup> Base salary includes pensionable base pay.

<sup>(2)</sup> Other cash benefits include vacation payouts and lump sum payments. There were no bonuses paid in 2014.

<sup>(3)</sup> Other non-cash benefits include government's share of all employee benefits and contributions or payments made on behalf of employees including pension, supplementary retirement plans, health care, dental coverage, health spending account, group life insurance, short and long term disability plans, professional memberships and tuition fees. In addition, internationally posted employees are reimbursed for tuition fees for dependent children residing with employee, home leave travel, and applicable foreign taxes.

<sup>(4)</sup> The position was occupied by two individuals at different times. Full salary and benefits are disclosed in this schedule.

<sup>(5)</sup> The position was vacant between July 21, 2012 and January 31, 2013 and was occupied by two individuals when occupied. Full salary and benefits are disclosed in this Schedule.

<sup>(6)</sup> The incumbent was appointed to this position January 31, 2013.

<sup>(7)</sup> In 2013-2014 this position was occupied by three individuals at different times and in 2012-2013 by two individuals. Full Salary and Benefits are disclosed in this schedule.

<sup>(8)</sup> The incumbent's services are shared with the Ministry of Aboriginal Relations, which contributes its own share of the cost of salary and benefits. Full salary and benefits are disclosed in this Schedule.

## SCHEDULE 6

### Related Party Transactions

Year Ended March 31, 2014

(IN THOUSANDS)

Related parties are those entities consolidated or accounted for on the modified equity basis in the Government of Alberta's financial statements. Related parties also include key management personnel in the ministry.

The ministry had the following transactions with related parties recorded on the Statement of Operations and the Statement of Financial Position at the amount of consideration agreed upon between the related parties:

	2014	2013
Expenses – Directly Incurred		
Supplies and services provided by other ministries	\$ 178	\$ 306

The above transactions do not include support service arrangement transactions disclosed in Schedule 3.

The ministry also had the following transactions with related parties for which no consideration was exchanged. The amounts for these related party transactions are estimated based on the costs incurred by the service provider to provide the service. These amounts are not recorded in the financial statements but are disclosed in Schedule 7.

	2014	2013
Expenses – Incurred by Others:		
Accommodation	\$ 2,206	\$ 2,378
Legal services	337	194
Air transportation	338	233
Business services & other	917	988
	\$ 3,798	\$ 3,793

## SCHEDULE 7

### Allocated Costs

Year Ended March 31, 2014

(IN THOUSANDS)

PROGRAM	2014					2013	
	EXPENSES INCURRED BY OTHERS						
	EXPENSES <sup>(1)</sup>	ACCOM- MODATION COSTS <sup>(2)</sup>	LEGAL SERVICES <sup>(3)</sup>	AIR TRANS- PORTATION <sup>(4)</sup>	BUSINESS SERVICES & OTHER <sup>(5)</sup>	TOTAL EXPENSES	TOTAL EXPENSES
Ministry Support Services	\$ 5,796	\$ 638	\$ 52	\$ -	\$ 265	\$ 6,751	\$ 6,602
Intergovernmental Relations	5,406	422	260	169	175	6,432	5,661
International Relations	21,408	1,146	25	169	477	23,225	19,987
	\$ 32,610	\$ 2,206	\$ 337	\$ 338	\$ 917	\$ 36,408	\$ 32,250

<sup>(1)</sup> Expenses - Directly incurred as per Statement of Operations.

<sup>(2)</sup> Costs shown for Accommodation on Schedule 6, allocated by full time equivalent.

<sup>(3)</sup> Costs shown for Legal Services on Schedule 6, allocated by estimated costs incurred by each program.

<sup>(4)</sup> Air transportation costs based on 50/50 split.

<sup>(5)</sup> Other costs include Service Alberta and Treasury Board and Finance expenses not billed.





## OTHER INFORMATION



## Performance Measures Methodology

### Client Satisfaction Survey

***Performance Measures 1.a, 2.a, 3.a and 4.a Percentage of clients satisfied with services to advance Alberta's international policy objectives (1.a), Percentage of clients satisfied with services to support Alberta business activity in targeted foreign markets (2.a), Percentage of clients satisfied with services to advance Alberta's interests within Canada (3.a), Percentage of clients satisfied with services to support a stable set of rules for Alberta's exports and investments (4.a).***

Client satisfaction is an important measure of the ministry's performance. A "client" is defined as anyone receiving services from the ministry. Both internal (provincial government) and external (non-provincial government) clients are surveyed.

The 2012-13 survey was conducted between November 12 to November 29, 2013, by Resinnova, an independent consultant. A total of 994 invitations to complete an online survey were sent. A total of 352 clients completed the survey for an overall response rate of 35 per cent.

Performance measures 1.a, 2.a, 3.a and 4.a are based on four indexes that were developed to capture client satisfaction with service areas that support the ministry's goals. The indexes are based on questions relating to client satisfaction with services in the following areas:

#### **PERFORMANCE MEASURE 1.a:**

***Percentage of clients satisfied with services to advance Alberta's international policy objectives***

The development and coordination of Alberta's international strategies, advocacy initiatives, and relationships

Guidance and direction on the development and review of international agreements

Planning, coordination and/or advice for international missions undertaken by the Premier and Ministers

Organization of, support for incoming international visits and missions

#### **PERFORMANCE MEASURE 2.a:**

***Percentage of clients satisfied with services to support Alberta business activity in targeted foreign markets***

Provision of market information and intelligence

Services of the Alberta Washington Office

Support for in-market programs such as seminars, workshops, trade shows and trade missions overseas

Identification of, and introduction to, key contacts and networks around the world

Advice on international business and cultural practices



**PERFORMANCE MEASURE 3.a:**

*Percentage of clients satisfied with services to advance Alberta's interests within Canada*

Support for Alberta's participation in intergovernmental meetings of First Ministers, Premiers and Cabinet

Strategic advice on intergovernmental issues and intergovernmental strategies

Support for the development and negotiation of intergovernmental agreements

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**PERFORMANCE MEASURE 4.a:**

*Percentage of clients satisfied with services to support a stable set of rules to protect Alberta's exports and investments*

The development of trade policy objectives, strategies and negotiating positions

The analysis and interpretation of trade agreements

The implementation and management of trade agreements, including dispute resolution

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## Inventory of International and Intergovernmental Agreements

EFFECTIVE DATE (D/M/Y)	PARTIES/TITLE	DEPARTMENT/ AGENCY
13/3/2014	Alberta-Canada: Indian Residential Schools Truth and Reconciliation Commission, "Grant / Contribution Agreement"	Aboriginal Relations
1/4/2014	Alberta-Canada-British Columbia-Saskatchewan-Manitoba: "Western Livestock Price Insurance Program Detailed Specifications"	Agriculture and Rural Development
1/4/2014	Alberta-Saskatchewan: Agriculture, "Letter of Understanding for CWD Testing for 2014-15"	Agriculture and Rural Development
31/3/2014	Alberta-Canada: Agriculture and Agri-Food, "Sub-Agreement to the Alberta Crop Industry Development Fund"	Agriculture and Rural Development
28/3/2014	Alberta-Canada: Agriculture and Agri-Food, "Sub-Agreement to the Collaborative Research and Development Agreement"	Agriculture and Rural Development
26/3/2014	Alberta-Canada-Ontario-Quebec-New Brunswick-Nova Scotia-Prince Edward Island-Newfoundland and Labrador: "Amendment - National Milk Marketing Plan and the Comprehensive Agreement on Pooling of Milk Revenues"	Agriculture and Rural Development
25/3/2014	Alberta-Canada: Agriculture and Agri-Food, "Amendment to Collaborating Institutions Agreement on Pea Flour"	Agriculture and Rural Development
21/3/2014	Alberta-Canada: Agriculture and Agri-Food, "Investment Agreement for Developing a Novel Feed Enzyme Delivery Method to Improve Total Tract Digestion and Performance in Livestock"	Agriculture and Rural Development
5/3/2014	Alberta-Yukon: Energy, Mines, and Resources, "Letter of Understanding regarding the Screening of Elk and Reindeer Tissue Samples for Chronic Wasting Disease 2014-15"	Agriculture and Rural Development
20/2/2014	Alberta-Saskatchewan: Environment, "Amendment to Memorandum of Agreement Concerning Measures to Control the Spread of Pine Beetle"	Agriculture and Rural Development
19/2/2014	Alberta-Canada: Foreign Affairs, Trade and Development Canada, "Letter of Agreement for Mission Related Expenses"	Agriculture and Rural Development
6/2/2014	Alberta-Canada-Newfoundland and Labrador-Prince Edward Island-Nova Scotia-New Brunswick-Quebec-Ontario-Manitoba-Saskatchewan-British Columbia-Yukon: "Growing Forward 2: AgriStability Amendment"	Agriculture and Rural Development

EFFECTIVE DATE (D/M/Y)	PARTIES/TITLE	DEPARTMENT/ AGENCY
6/2/2014	Alberta-Canada-Newfoundland and Labrador-Prince Edward Island-Nova Scotia-New Brunswick-Quebec-Ontario-Manitoba-Saskatchewan-British Columbia-Yukon: "Growing Forward 2: AgriInvest Program Amendment"	Agriculture and Rural Development
13/1/2014	Alberta-Saskatchewan: Agriculture, "Contribution Agreement for Clubroot Resistant Canola"	Agriculture and Rural Development
13/1/2014	Alberta-India: Punjab, "Joint Statement on Agricultural Cooperation with Punjab"	Agriculture and Rural Development
12/1/2014	Alberta-Meghalaya: Animal Husbandry and Veterinary, "Memorandum of Understanding with Meghalaya"	Agriculture and Rural Development
10/12/2013	Alberta-Canada: Farm Credit, "Contribution Agreement for Cow Calfenomics 2013 Workshops"	Agriculture and Rural Development
1/12/2013	Alberta-British Columbia-Saskatchewan: "New West Partnership Memorandum of Understanding on Collaboration on Agricultural Initiatives"	Agriculture and Rural Development
25/11/2013	Alberta-Canada: Public Health Agency, "Letter of Understanding for CiPARS Poultry On-Farm Surveillance Program"	Agriculture and Rural Development
12/11/2013	Alberta-Canada: Agriculture and Agri-Food, "Collaborating Institutions Agreement - Investigating the Occurrence of Pesticides in Groundwater of Southern Alberta"	Agriculture and Rural Development
1/11/2013	Alberta-China: Agriculture, "Alberta-China MOU - Strengthening Cooperation in the Agriculture and Agri-Food Industry"	Agriculture and Rural Development
30/9/2013	Alberta-Canada: Foreign Affairs, Trade and Development Canada, "Business Mission Agreement - Networking Reception in India"	Agriculture and Rural Development
20/9/2013	Alberta-Canada: Foreign Affairs, Trade and Development Canada, "Specified Purpose Agreement for the Gulfood Networking Reception"	Agriculture and Rural Development
6/9/2013	Alberta-Canada: Foreign Affairs, Trade and Development Canada, "Business Mission Agreement - Annapoorna World of Food India"	Agriculture and Rural Development
1/8/2013	Alberta-Canada: Farm Credit, "Contribution Agreement for Best Practice Mission to Manitoba"	Agriculture and Rural Development
4/7/2013	Alberta-Canada-British Columbia, Saskatchewan-Manitoba-Ontario-Quebec-Newfoundland and Labrador-New Brunswick-Nova Scotia -Prince Edward Island-Nunavut-Northwest Territories -Yukon: "Growing Forward 2 AgriRecovery Framework Guidelines"	Agriculture and Rural Development

EFFECTIVE DATE (D/M/Y)	PARTIES/TITLE	DEPARTMENT/ AGENCY
4/7/2013	Alberta-Canada: Agriculture and Agri-Food, "Growing Forward 2: Directives for Livestock Production Insurance"	Agriculture and Rural Development
1/4/2013	Alberta-Yukon: Energy, Mines, and Resources, "Letter of Understanding regarding the Screening of Elk and Reindeer Tissue Samples for Chronic Wasting Disease 2013-14"	Agriculture and Rural Development
1/4/2013	Alberta-Canada: Canadian Food Inspection Agency, "Raw Milk Sampling Agreement"	Agriculture and Rural Development
1/4/2013	Alberta-Canada: Canadian Food Inspection Agency, "Collaborative Agreement on the National Microbiological Baseline Study of E.coli O157:H7 and Other Verotoxigenic E. coli Serotypes on Cattle Carcasses and Raw Beef Products"	Agriculture and Rural Development
31/3/2013	Alberta-Yukon: Energy, Mines, and Resources, "Letter of Understanding for Out-of-Province CWD Testing 2012-2013"	Agriculture and Rural Development
15/1/2013	Alberta-Saskatchewan: Central Services, "Software Licence Agreement"	Agriculture and Rural Development
20/12/2012	Alberta-Canada-Saskatchewan-British Columbia-Manitoba: "Addendum to the Federal-Provincial Agreement for Broiler Hatching Eggs"	Agriculture and Rural Development
21/3/2014	Alberta-Canada: Agriculture and Agri-Food, "Investment Agreement to Mitigate Bovine Respiratory Pathogens in Place of Antibiotics "	Agriculture and Rural Development – Alberta Livestock and Meat Agency Ltd.
21/3/2014	Alberta-Canada: Agriculture and Agri-Food, "Investment Agreement for Enhancing Enteric, Environmental and Economic Health in Alberta"	Agriculture and Rural Development – Alberta Livestock and Meat Agency Ltd.
7/3/2014	Alberta-Canada: Agriculture and Agri-Food, "Benchmarking Canadian Lamb Carcass and Meat Quality through Use of Innovative Platform Technologies"	Agriculture and Rural Development – Alberta Livestock and Meat Agency Ltd.
14/2/2014	Alberta-Canada: Agriculture and Agri-Food, "Investment Agreement"	Agriculture and Rural Development – Alberta Livestock and Meat Agency Ltd.
1/12/2013	Alberta-Canada: Agriculture and Agri-Food, "Amendment No. 1 to Investment Agreement on Use of Enzyme Additives"	Agriculture and Rural Development – Alberta Livestock and Meat Agency Ltd.



EFFECTIVE DATE (D/M/Y)	PARTIES/TITLE	DEPARTMENT/ AGENCY
18/10/2013	Alberta-Canada: Agriculture and Agri-food, "Diagnosis of Parasites in Livestock Using Nanobody Antigen Capture"	Agriculture and Rural Development – Alberta Livestock and Meat Agency Ltd.
11/7/2013	Alberta-Canada: Agriculture and Agri-food, "Identifying DNA Markers for Enhancing Beneficial Fatty Acids in Beef"	Agriculture and Rural Development – Alberta Livestock and Meat Agency Ltd.
2/7/2013	Alberta-Canada: Agriculture and Agri-food, "Use of Reducing Agent to Suppress Enteric Methane in Beef Cattle: Proof of Concept"	Agriculture and Rural Development – Alberta Livestock and Meat Agency Ltd.
31/5/2013	Alberta-Canada: Canadian Food Inspection Agency, "Investment Agreement for User-Friendly Porcine"	Agriculture and Rural Development – Alberta Livestock and Meat Agency Ltd.
1/4/2013	Alberta-Canada: Canadian Food Inspection Agency, "Investment Agreement for Susceptible Sheep"	Agriculture and Rural Development – Alberta Livestock and Meat Agency Ltd.
1/3/2013	Alberta-Canada: Agriculture and Agri-Food, "Investment Agreement - Sources of Contamination of Generic Escherichia Coli on Beef"	Agriculture and Rural Development – Alberta Livestock and Meat Agency Ltd.
13/2/2012	Alberta-Canada: Agriculture and Agri-Food, "Amendment to Investment Agreement - Optimizing Canadian Pork Quality through Integrated Management Strategies"	Agriculture and Rural Development – Alberta Livestock and Meat Agency Ltd.
1/8/2013	Alberta-Canada: Agriculture and Agri-Food, "Investment Agreement"	Alberta Innovates -Bio Solutions
15/6/2013	Alberta- Canada: National Research Council, "Investment Agreement"	Alberta Innovates -Bio Solutions
1/4/2013	Alberta-Canada: Agriculture and Agri-Food, "Investment Agreement"	Alberta innovates -Bio Solutions
1/4/2012	Alberta-Canada: Agriculture and Agri-Food, "Investment Agreement"	Alberta Innovates -Bio Solutions
16/1/2014	Alberta-Canada: Natural Resources, "Interchange Canada Letter of Agreement"	Alberta Innovates -Energy and Environment Solutions

EFFECTIVE DATE (D/M/Y)	PARTIES/TITLE	DEPARTMENT/ AGENCY
15/1/2014	Alberta-Saskatchewan: Economy, "Oil Sands and Heavy Oil Competitiveness Study Phase 2: Opportunities and Challenges"	Alberta Innovates -Energy and Environment Solutions
1/5/2013	Alberta-Canada: Agriculture and Agri-Food, "Contribution Agreement"	Alberta Innovates -Energy and Environment Solutions
25/2/2013	Alberta-Canada: Environment, "Short-Term Service Contract"	Alberta Innovates - Technology Futures
15/8/2012	Alberta-Canada: Health, "Standing Offer Agreement (SOA) - Stream #2"	Alberta Innovates - Technology Futures
5/7/2012	Alberta-Manitoba: Food Development Centre, "Fee-for-Service Agreement"	Alberta Innovates - Technology Futures
1/4/2011	Alberta-Canada: Entre-Corp Business Development, "Investment Grant"	Alberta Innovates - Technology Futures
18/4/2014	Alberta-United Kingdom: Natural History Museum, "Agreement Relating to the Presentation of The Wildlife Photographer of the Year Exhibition in Edmonton, Canada"	Culture
1/4/2014	Alberta-Canada: Canadian Heritage, "Federal, Provincial, Territorial, Municipal and Non-Governmental Memorandum of Understanding Concerning the Culture Statistics Strategy Project for Federal Fiscal Year 2014-2015"	Culture
27/1/2014	Alberta-Canada: Canada Post Corporation, "Image Use Authorization"	Culture
1/1/2014	Alberta-Canada: Canadian Heritage, "Memorandum of Understanding Concerning the Development of Recommendations on Possible Financial Incentives to Encourage the Conservation of Historic Places by the Private Sector"	Culture
30/9/2013	Alberta-Canada: Agriculture Herbarium and National Vascular Plant ID Service, "Research Loan Agreement"	Culture
4/9/2013	Alberta-Japan: Hokkaido, "Memorandum of Understanding on Friendly Museums between the Historical Museum of Hokkaido and the Royal Alberta Museum"	Culture
16/7/2013	Alberta-Canada: Agriculture and Agri-Food, "Research Loan Agreement"	Culture
11/7/2013	Alberta-Canada: Canadian Museum of Civilization, "Outgoing Loan Agreement"	Culture

EFFECTIVE DATE (D/M/Y)	PARTIES/TITLE	DEPARTMENT/ AGENCY
13/6/2013	Alberta-Canada: National Film Board of Canada, "Film Footage and Photo License Agreement"	Culture
1/4/2013	Alberta-Canada: Canadian Heritage, "Federal, Provincial and Territorial Memorandum of Understanding Concerning Culture Statistics Strategy Project for Federal Fiscal Year 2013-2014"	Culture
1/4/2013	Alberta-Canada: Canadian Heritage, "Federal, Provincial and Territorial Memorandum of Understanding Concerning Cooperation in the Arts, Culture and Heritage for 2013-2014"	Culture
1/4/2013	Alberta-Canada: Canadian Heritage, "Canada - Alberta Agreement on French Language Services 2013/14 to 2017/18"	Culture
14/3/2013	Alberta-Canada: Canadian Heritage, "Movable Cultural Property Grants, Application Form"	Culture
24/2/2014	Alberta-Guangdong Province of China: Education, "Memorandum of Understanding in the Matter of Education"	Education
24/2/2014	Alberta-China: Education, "Memorandum of Understanding in the Matter of Education"	Education
4/12/2013	Alberta-Spain: Education, Culture and Sport, "Memorandum of Understanding between Alberta Education and the Ministry of Education and Science of the Kingdom of Spain"	Education
26/3/2014	Alberta-Canada: Canadian Heritage, "Canada-Alberta Agreement on Minority-Language Education and Second-Language Instruction 2013/14-2017/18"	Education-Innovation and Advanced Education
1/3/2014	Alberta-Northwest Territories: Industry, Tourism, and Investment, "Services Agreement between the Northwest Territories and the Alberta Energy Regulator"	Energy
6/1/2014	Alberta-Canada: Indian Oil and Gas, "Confidentiality Agreement with Indian Oil Gas and Canada"	Energy
18/10/2013	Alberta-China: National Energy Administration, "Framework Agreement on Sustainable Energy Development"	Energy
28/10/2013	Alberta-India: Indian Oil Corporation Ltd., "Expression of Intent to Collaborate"	Energy -Alberta Petroleum Marketing Commission
25/11/2013	Alberta-Canada: Statistics Canada, "Letter of Agreement"	Enterprise and Advanced Education

EFFECTIVE DATE (D/M/Y)	PARTIES/TITLE	DEPARTMENT/ AGENCY
3/10/2013	Alberta-Canada: Employment and Social Development, "Foreign Credential Recognition Program, Labour Market Integration, Funding Agreement"	Enterprise and Advanced Education
5/6/2013	Alberta-Germany: Bavarian State Ministry of Sciences, Research and the Arts, "Memorandum of Understanding"	Enterprise and Advanced Education
4/6/2013	Alberta-Germany: BAM Federal Institute for Materials Research and Testing, "Memorandum of Understanding"	Enterprise and Advanced Education
10/4/2013	Alberta-Canada: Statistics Canada, "Agreement Concerning the Collection and Sharing of Information from the International Study of Adult Competencies"	Enterprise and Advanced Education
31/3/2013	Alberta-Canada: Canada Post Corporation, "Canada Post Corporation Amending Agreement"	Enterprise and Advanced Education
14/1/2013	Alberta-Canada: Human Resources and Skill Development, "Special Investment Fund - Debt Repayment"	Enterprise and Advanced Education
13/12/2012	Alberta-Canada: Human Resources and Skills Development, "Special Investment Fund"	Enterprise and Advanced Education
1/7/2012	Alberta-British Columbia: Advanced Education, "Cost-Sharing Agreement on Cardiovascular Perfusion Offered at the British Columbia Institute of Technology"	Enterprise and Advanced Education
23/5/2013	Alberta-Canada: Statistics Canada, "Agreement Concerning the Collection and Sharing of Information from the International Study of Adults (The Programme for the International Assessment of Adult Competencies)"	Enterprise and Advanced Education -Office of Statistics and Information
1/4/2014	Alberta-Canada: Indian Affairs and Northern Development, "L'Hirondelle Settlement Agreement"	Environment and Sustainable Resource Development
31/1/2014	Alberta-Canada: Health, "Amendment to Air Quality Health Index Agreement to Include Video Advertising"	Environment and Sustainable Resource Development
21/1/2014	Alberta-Canada: Environment, "No-Fee End-Use Restricted Licence Agreement for Government Geographic Data for Proposed Critical Habitat for Greater-Sage Grouse in Canada"	Environment and Sustainable Resource Development



EFFECTIVE DATE (D/M/Y)	PARTIES/TITLE	DEPARTMENT/ AGENCY
4/12/2013	Alberta-Canada: Environment, "No-Fee End-Use Restricted Licence Agreement for Government Geographic Data for Locations Affected by the Emergency Order for the Protection of Greater-Sage Grouse"	Environment and Sustainable Resource Development
2/12/2013	Alberta-Canada: Environment, "Service Level Agreement regarding Information Collected Using the One-Window System under the Specified Gas Reporting Regulation for the 2014 Calendar Year"	Environment and Sustainable Resource Development
26/11/2013	Alberta-Canada: Fisheries and Oceans, "Memorandum of Understanding to Develop a Communications and Education Strategy for Westslope Cutthroat Trout Angling Regulations"	Environment and Sustainable Resource Development
17/6/2013	Alberta-Canada: Environment, "Service Level Agreement Regarding Information Collected Using the One-Window System Under the Specified Gas Reporting Regulation for the 2013 Calendar Year"	Environment and Sustainable Resource Development
6/6/2013	Alberta-Canada: Environment, "Agreement between Canada and Alberta on the Joint Canada-Alberta Implementation Plan for Oil Sands Monitoring"	Environment and Sustainable Resource Development
4/6/2013	Alberta-Canada: Health, "Memorandum of Agreement for Services: Air Quality Health Index Continuation of Services (2013-14 Fiscal Year)"	Environment and Sustainable Resource Development
1/4/2012	Alberta-Canada: Environment, "Water Quality Monitoring on the Slave and Hay Rivers"	Environment and Sustainable Resource Development
1/4/2012	Alberta-Canada: Environment, "Interim Funding Agreement for the Provision of Oil Sands Environmental Monitoring Services"	Environment and Sustainable Resource Development
16/4/2014	Alberta-Canada: Health, "Amending Agreement on Health Care Policy Contribution Program"	Health
10/3/2014	Alberta-British Columbia-Alaska-Idaho-Montana-Oregon-Washington-Yukon-Saskatchewan: "Pacific Northwest Border Health Alliance MOU (PNWBHA)"	Health
20/1/2014	Alberta-Canada: Public Health Agency of Canada, "Memorandum of Agreement for Canadian Field Epidemiology Program (CFEP) Placement with Alberta Health 2013-15"	Health
11/12/2013	Alberta-Saskatchewan: "Lloydminster Physician On Call Services Grant Agreement"	Health

EFFECTIVE DATE (D/M/Y)	PARTIES/TITLE	DEPARTMENT/ AGENCY
16/9/2013	Alberta-Canada: Public Health Agency, "Memorandum of Agreement Respecting the Implementation of an Emergency Response Assistance Plan (ERAP) for the Transportation of Specified Pathogens"	Health
12/8/2013	Alberta-Canada: Statistics Canada, "Statistics Canada Licence Agreement for Households and Environment Survey"	Health
12/7/2013	Alberta-British Columbia: Health, "Mutual Aid Agreement"	Health
4/7/2013	Alberta-Manitoba: Health, "Mutual Aid Agreement"	Health
4/7/2013	Alberta-Saskatchewan: Health, "Mutual Aid Agreement"	Health
3/7/2013	Alberta-British Columbia: Health, "Mutual Aid Agreement"	Health
11/3/2013	Alberta-Canada-British Columbia-Saskatchewan-Manitoba-Ontario-New Brunswick-Nova Scotia-Prince Edward Island-Newfoundland and Labrador-Yukon-Northwest Territories-Nunavut: "Amending Letter of Intent"	Health
30/9/2012	Alberta-British Columbia-Saskatchewan-Manitoba-Ontario-New Brunswick-Nova Scotia-Newfoundland and Labrador-Nunavut: "Canadian Fabry Disease Initiative (CFDI)"	Health
1/4/2011	Alberta-Canada-British Columbia-Saskatchewan-Manitoba-Ontario-Quebec-New Brunswick-Nova Scotia-Prince Edward Island-Newfoundland and Labrador-Yukon-Northwest Territories-Nunavut: "Pan-Canadian Oncology Drug Review Contribution Agreement"	Health
31/3/2014	Alberta-Canada: Employment and Social Development, "Letter Extending the Targeted Initiative for Older Workers"	Human Services
28/3/2014	Alberta-Saskatchewan: Social Services, "Memorandum of Understanding Concerning the Transfer of Funds and Records Held on Behalf of the Directors of Child Welfare Committee"	Human Services
28/2/2014	Alberta-Canada: Indian Affairs and Northern Development, "Amendment to the 2013 Child, Youth and Family Enhancement Agreement"	Human Services
1/1/2014	Alberta-Canada: Human Resources and Skills Development, "Memorandum of Understanding: Forum of FPT Ministers and Deputy Ministers Responsible for Social Services"	Human Services
6/9/2013	Alberta-Canada: Status of Women, "Letter of Agreement"	Human Services

EFFECTIVE DATE (D/M/Y)	PARTIES/TITLE	DEPARTMENT/ AGENCY
1/4/2013	Alberta-Canada: Indian Affairs and Northern Development, "Siksika Family Services Corporation 2013 Extension Agreement"	Human Services
1/4/2013	Alberta-Canada: Indian Affairs and Northern Development, "Yellowhead Tribal Services Agency 2013 Extension Agreement"	Human Services
1/4/2013	Alberta-Canada: Human Resources and Skills Development, "Renewal of the Canada-Alberta Labour Market Agreement for Persons with Disabilities"	Human Services
28/2/2013	Alberta-Canada-Ontario-Quebec-British Columbia-Manitoba- Saskatchewan-New Brunswick-Newfoundland and Labrador- Nova Scotia-Northwest Territories-Nunavut-Prince Edward Island- Yukon Territory: "Memorandum of Understanding: Aboriginal Women in Leadership Discussion Paper"	Human Services
18/5/2012	Alberta-British Columbia-Saskatchewan-Manitoba: "Memorandum of Understanding Regarding the Review of Occupational Exposure Limits"	Human Services
10/5/2013	Alberta-Canada: Infrastructure, Communities, and Intergovernmental Affairs, "Building Canada Fund - Agreement in Principle for the Federal Contribution to the Royal Alberta Museum"	Infrastructure
10/5/2013	Alberta-Canada: PPP Canada Inc., "Evan Thomas Water Treatment Upgrade, Financial Agreement"	Infrastructure
19/4/2013	Alberta-Canada: Human Resources and Skills Development, "Memorandum of Understanding"	Infrastructure
16/8/2012	Alberta-Canada: Royal Canadian Mounted Police, "Lease Agreement - Provincial Building, Hanna (R0428Q01)"	Infrastructure
15/8/2012	Alberta-Canada: Royal Canadian Mounted Police, "Lease Agreement - Provincial Building, Coronation (R0149E02)"	Infrastructure
13/3/2014	Alberta-British Columbia-Saskatchewan: "Memorandum of Understanding, Open Educational Resources"	Innovation and Advanced Education
8/1/2014	Alberta-China: Science and Technology, Zhejiang Provincial People's Government, "Memorandum of Understanding"	Innovation and Advanced Education
7/1/2014	Alberta-China: The Science and Technology Commission of Shanghai Municipality, "Memorandum of Understanding"	Innovation and Advanced Education
1/1/2014	Alberta-Ontario: Research and Innovation, "Memorandum of Understanding"	Innovation and Advanced Education

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1/5/2012	Alberta-Manitoba-British Columbia-Saskatchewan-University of Saskatchewan: "Western College of Veterinary Medicine Agreement"	Innovation and Advanced Education
31/3/2014	Alberta-Canada: Foreign Affairs, Trade and Development Canada, "Memorandum of Understanding (Chicago)"	International and Intergovernmental Relations
31/3/2014	Alberta-Prince Edward Island: PEI 2014 Inc., "Contribution Agreement"	International and Intergovernmental Relations
31/3/2014	Alberta-Canada: Foreign Affairs, Trade and Development Canada, "Memorandum of Understanding (San Francisco)"	International and Intergovernmental Relations
31/3/2014	Alberta-Canada: Foreign Affairs, Trade and Development Canada, "Memorandum of Understanding (Guangzhou)"	International and Intergovernmental Relations
15/11/2013	Alberta-Canada: Foreign Affairs, Trade and Development Canada, "Memorandum of Understanding (Singapore)"	International and Intergovernmental Relations
15/11/2013	Alberta-Canada: Foreign Affairs, Trade and Development Canada, "Memorandum of Understanding (Shanghai)"	International and Intergovernmental Relations
16/10/2013	Alberta-Republic of Korea: Trade, Industry, and Energy, "Memorandum of Understanding"	International and Intergovernmental Relations
16/8/2013	Alberta-Canada: Foreign Affairs, Trade and Development Canada, "Memorandum of Understanding (New Delhi)"	International and Intergovernmental Relations
12/8/2013	Alberta-Ukraine: Ivano-Frankivsk Oblast, "Letter of Understanding"	International and Intergovernmental Relations
29/7/2013	Alberta-United States: Nevada, "Memorandum of Understanding"	International and Intergovernmental Relations
23/3/2014	Alberta-Canada: Employment and Social Development, "Canada-Alberta Canada Job Fund Agreement-In-Principle"	Jobs, Skills, Training and Labour



EFFECTIVE DATE (D/M/Y)	PARTIES/TITLE	DEPARTMENT/ AGENCY
1/3/2014	Alberta-Northwest Territories: Education, Culture and Employment, "International Qualifications Assessment Service Agreement"	Jobs, Skills, Training and Labour
1/4/2013	Alberta-Canada: Citizenship and Immigration, "Memorandum of Understanding Federal-Provincial-Territorial (FPT) Secretariat on Immigration"	Jobs, Skills, Training and Labour
13/4/2014	Alberta-Canada: Justice, "Funding Agreement for the Alberta Drug Treatment Court Services"	Justice and Solicitor General
28/3/2014	Alberta-Canada: Justice, "Amendment Two to the Funding Agreement Concerning the Enhancement of Services to Victims of Crime in Alberta"	Justice and Solicitor General
17/3/2014	Alberta-Canada: Justice and Attorney General, "Amendment #2 to the Funding Agreement Concerning the Alberta Initiative Regarding Missing and Murdered Aboriginal Women"	Justice and Solicitor General
19/2/2014	Alberta-Canada: Public Safety and Emergency Preparedness, "Amendment Number Five to the Transitional Tripartite Agreement"	Justice and Solicitor General
1/2/2014	Alberta-Canada: Canadian Broadcasting Corporation, "Canadian Broadcasting Corporation License Agreement for Medicine Hat"	Justice and Solicitor General
1/2/2014	Alberta-Canada: Canadian Broadcasting Corporation, "Canadian Broadcasting Corporation License Agreement for Red Deer"	Justice and Solicitor General
1/2/2014	Alberta-Northwest Territories: Justice, "Legal Services Contract"	Justice and Solicitor General
1/1/2014	Alberta-Canada: Canadian Broadcasting Corporation, "Canadian Broadcasting Corporation License Agreement for Coutts"	Justice and Solicitor General
1/1/2014	Alberta-Canada: Canadian Broadcasting Corporation, "Canadian Broadcasting Corporation License Agreement for Veteran"	Justice and Solicitor General
23/10/2013	Alberta-Canada: Justice and Attorney General, "Amendment One to the Funding Agreement Concerning the Enhancement of Services to Victims of Crime in Alberta"	Justice and Solicitor General
2/10/2013	Alberta-Canada: Justice, "Memorandum of Understanding between the Department of Justice Canada and the Office of the Public Trustee of Alberta Concerning the Disclosure of Information Retained in the Central Registry of Divorce Proceedings"	Justice and Solicitor General
1/10/2013	Alberta-Canada: Canadian Broadcasting Corporation, "License Agreement"	Justice and Solicitor General

EFFECTIVE DATE (D/M/Y)	PARTIES/TITLE	DEPARTMENT/ AGENCY
26/9/2013	Alberta-Canada: Royal Canadian Mounted Police, "Memorandum of Understanding"	Justice and Solicitor General
24/9/2013	Alberta-Canada: Royal Canadian Mounted Police, "Memorandum of Understanding"	Justice and Solicitor General
1/8/2013	Alberta-Northwest Territories: Justice, "Medical Examiner's Office Fee for Service Agreement"	Justice and Solicitor General
5/7/2013	Alberta-Canada: Royal Canadian Mounted Police, "Memorandum of Understanding - Alberta Traffic Sheriffs"	Justice and Solicitor General
1/6/2013	Alberta-Canada: Justice, "Agreement Respecting Federal Contributions for the Intensive Custody and Supervision (IRCS) Program"	Justice and Solicitor General
1/6/2013	Alberta-Canada: Justice, "Memorandum of Agreement Respecting Federal Contributions to Youth Justice Services and Programs"	Justice and Solicitor General
1/4/2013	Alberta-Canada: Justice, "Agreement Regarding the Aboriginal Criminal Court Worker Program (2013-2018)"	Justice and Solicitor General
1/4/2013	Alberta-Canada: Royal Canadian Mounted Police, "Auxiliary Constable Police Program"	Justice and Solicitor General
1/4/2013	Alberta-Canada: Justice, "Funding Agreement"	Justice and Solicitor General
1/4/2013	Alberta-Canada: Canadian Border Services Agency, "Memorandum of Agreement"	Justice and Solicitor General
1/4/2013	Alberta-Canada: Justice, "Family Justice Project Funding Agreement"	Justice and Solicitor General
19/3/2013	Alberta-Canada: Royal Canadian Mounted Police, "Suspicious Incident Reporting (SIR) User Access Agreement"	Justice and Solicitor General
12/3/2013	Alberta-Canada: Public Safety and Emergency Preparedness, "Amendment Number Two to the Agreement Respecting Biology Casework Analysis"	Justice and Solicitor General
28/2/2013	Alberta-Canada: Justice Canada, "Funding Agreement: Enhanced French Language Training 2010-2013"	Justice and Solicitor General

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12/6/2012	Alberta-Montana: Transportation, "Joint-Use and Occupancy Agreement regarding the Coutts/Sweet Grass Border Facilities"	Justice and Solicitor General
1/3/2012	Alberta-Canada: Justice, "Agreement Respecting Adult and Youth Criminal Legal Aid, Immigration and Refugee Legal Aid and Court-Ordered Counsel in Federal Prosecutions"	Justice and Solicitor General
25/4/2014	Alberta-Canada: Canada Mortgage and Housing Corporation, "Investment in Affordable Housing (IAH) 2014-2019 Extension - Supplementary Agreement No. 1"	Municipal Affairs
1/1/2013	Alberta-Saskatchewan: Municipal Affairs, "Lloydminster Charter"	Municipal Affairs
23/10/2013	Alberta-Canada: National Defence-National Search and Rescue Secretariat, "Memorandum of Understanding Concerning Data Sharing in the Search and Rescue Knowledge Management System"	Municipal Affairs -Office of the Fire Commissioner
1/6/2013	Alberta-Alberta-British Columbia-Saskatchewan-Manitoba-Ontario-Quebec-New Brunswick-Nova Scotia-Prince Edward Island-Newfoundland and Labrador-Yukon-Northwest Territories-Nunavut: "CCEMO Secretariat Memorandum of Understanding"	Municipal Affairs -Alberta Emergency Management Agency
6/2/2014	Alberta-Canada: Parks Canada, "Agreement for Access to Information as Required by AMVIR"	Service Alberta
9/1/2014	Alberta-Canada: Royal Canadian Mounted Police, "Amending Agreement for Access to Information as Required by AMVIR"	Service Alberta
8/1/2014	Alberta-International Organization of Migration (IOM): "Memorandum of Understanding"	Service Alberta
8/12/2013	Alberta-Canada: Farm Credit Canada, "Registries On-Line Electronic Access Agreement (CORES)"	Service Alberta
8/12/2013	Alberta-Canada: Farm Credit Canada, "Registries On-Line Electronic Access Agreement (APPRES)"	Service Alberta
7/11/2013	Alberta-Canada: Justice, "Agreement for Access to Information as Required by AMVIR"	Service Alberta
18/8/2013	Alberta-Canada: Canadian Transportation Agency, "Registries On-Line Electronic Access Agreement (CORES)"	Service Alberta
18/8/2013	Alberta-Canada: Foreign Affairs, Trade and Development Canada, "Registries On-Line Electronic Access Agreement (CORES)"	Service Alberta

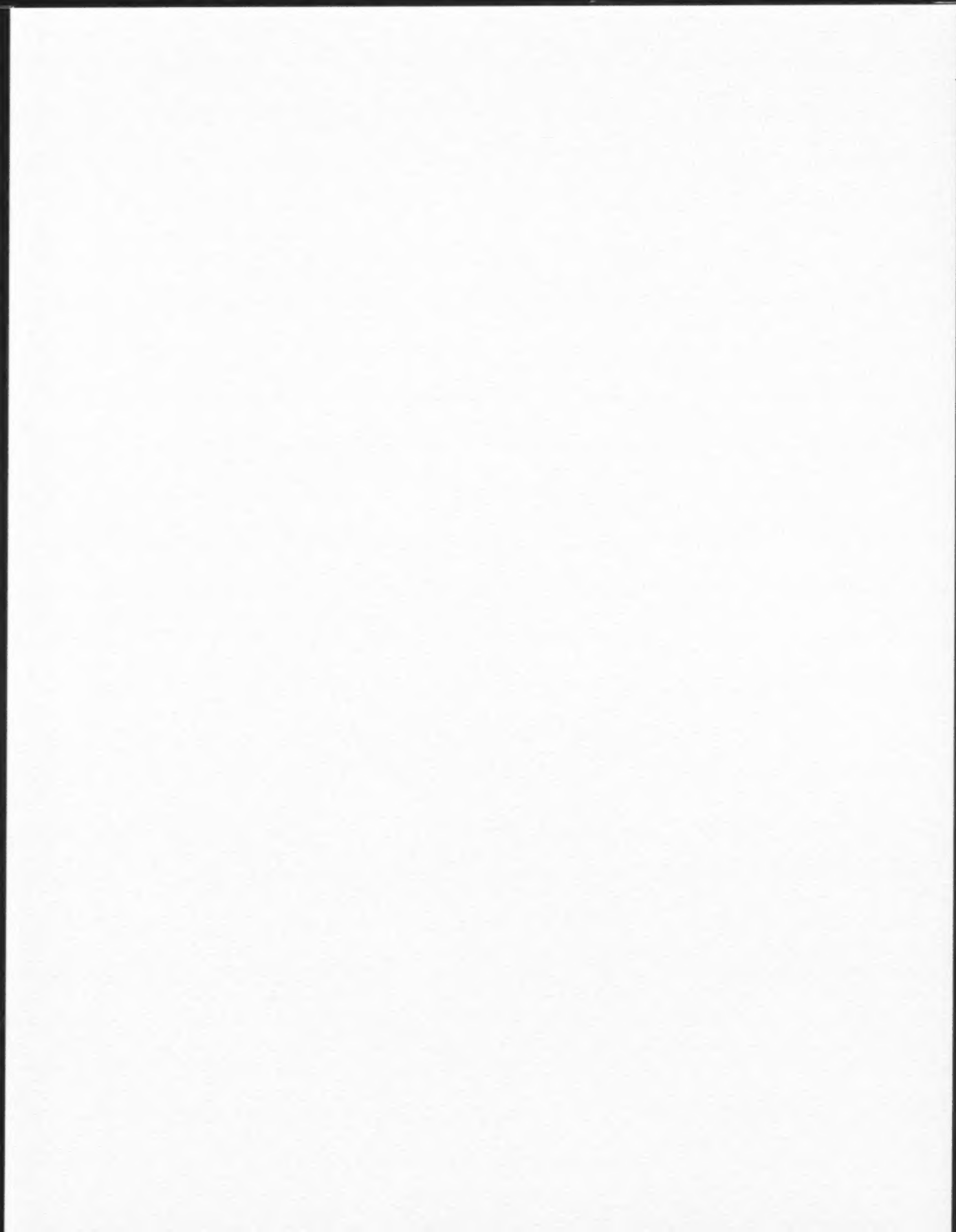
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22/7/2013	Alberta-British Columbia: Workers Compensation Board, "Amending Agreement for Access to Information as Required by AMVIR"	Service Alberta
21/7/2013	Alberta-Canada: Canada Revenue Agency, "Registries On-Line Electronic Access Agreement (APRES)"	Service Alberta
21/7/2013	Alberta-Canada: Canada Revenue Agency, "Registries On-Line Electronic Access Agreement (CORES)"	Service Alberta
20/7/2013	Alberta-British Columbia: Finance, "Registries On-Line Electronic Access Agreement (CORES)"	Service Alberta
20/7/2013	Alberta-British Columbia: Finance, "Registries On-Line Electronic Access Agreement (APPRES)"	Service Alberta
19/7/2013	Alberta-Canada: Public Prosecution Service of Canada, "Amending Agreement for Access to Information as Required by the Access to Motor Vehicle Information Regulation"	Service Alberta
19/7/2013	Alberta-Canada: Public Prosecution Service of Canada, "Amending Agreement for Access to Information, as Required by AMVIR"	Service Alberta
15/7/2013	Alberta-Canada: Business Development Bank of Canada, "Registries On-Line Electronic Access Agreement (APPRES)"	Service Alberta
15/7/2013	Alberta-Canada: Business Development Bank Of Canada, "Registries On-Line Electronic Access Agreement (CORES)"	Service Alberta
24/6/2013	Alberta-Canada: Border Service Agency, "Amending Agreement for Access to Information as Required by the Access to Motor Vehicle Information Regulation"	Service Alberta
24/6/2013	Alberta-Canada: Justice, "Agreement for Access to Information as Required by the Access to Motor Vehicle Information Regulation (AMVIR)"	Service Alberta
20/6/2013	Alberta-British Columbia-Saskatchewan: "NWP Trade Registrars Amending Agreement"	Service Alberta
19/6/2013	Alberta-Canada: Business Development Bank of Canada, "Registries On-Line Electronic Access Agreement (CORES)"	Service Alberta
19/6/2013	Alberta-Canada: Business Development Bank of Canada, "Registries On-Line Electronic Access Agreement (APPRES)"	Service Alberta



EFFECTIVE DATE (D/M/Y)	PARTIES/TITLE	DEPARTMENT/ AGENCY
18/6/2013	Alberta-Canada: Canada Border Services Agency, "Registries On-Line Electronic Access Agreement (CORES)"	Service Alberta
18/6/2013	Alberta-Canada: Canada Border Services Agency, "Registries On-Line Electronic Access Agreement (APPRES)"	Service Alberta
12/4/2013	Alberta-Canada: Royal Canadian Mounted Police, "Data Access Amending Agreement"	Service Alberta
1/4/2014	Alberta-Canada: Canadian Heritage and Official Languages, "Amendment to the Contribution Agreement Canada-Alberta Bilateral on Sport Participation #86944654 Amendment Number 002"	Tourism, Parks and Recreation
15/8/2013	Alberta-Canada: Canadian Tourism Commission, "License Agreement"	Tourism, Parks and Recreation
17/6/2013	Alberta-Canada: Canadian Heritage and Official Languages, "Amendment to the Contribution Agreement Canada-Alberta Bilateral on Sport Participation"	Tourism, Parks and Recreation
1/5/2013	Alberta-Canada: Canadian Tourism Commission, "Collaborative Research Agreement - Global Tourism Watch, Year 7 (2013)"	Tourism, Parks and Recreation
30/4/2013	Alberta-Canada: Canadian Tourism Commission, "Photo/Video License Agreement"	Tourism, Parks and Recreation
27/3/2013	Alberta-Canada: Canadian Heritage and Official Languages, "Canada-Alberta Bilateral Agreement on Sport Participation"	Tourism, Parks and Recreation
1/11/2012	Alberta-Canada: Statistics Canada, "Letter of Agreement - Alberta Air Exit Interviews Agreement 2013"	Tourism, Parks and Recreation
1/4/2012	Alberta-Canada: Statistics Canada, "Letter of Agreement"	Tourism, Parks and Recreation
1/5/2013	Alberta-Canada: Transportation, "Amendment to License Arrangement for Transport Canada Studies"	Transportation
17/1/2013	Alberta-Canada: Transportation, "Asia-Pacific Gateway and Corridor Transportation Infrastructure Fund"	Transportation
6/1/2014	Alberta-Canada: Royal Canadian Mounted Police, "Memorandum of Understanding"	Treasury Board and Finance

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11/7/2013	Alberta-Quebec: Autorite des Marches Financiers, "Agreement Regarding the Sharing of Oversight Tools"	Treasury Board and Finance
23/5/2013	Alberta-Canada: Statistics Canada, "Agreement Concerning the Use by Statistics Canada of Deemed Employees from Alberta Treasury Board and Finance for the Purpose of Conducting Statistical Work Using Specific Confidential System of National Accounts Information"	Treasury Board and Finance
26/9/2013	Alberta-Canada: Royal Canadian Mounted Police, "Memorandum of Understanding [regarding Peace Officers]"	Treasury Board and Finance -Alberta Gaming and Liquor Commission
23/5/2013	Alberta-Canada: Statistics Canada, "Agreement Concerning the Use by Statistics Canada of Deemed Employees from the Office of Statistics and Information for the Purpose of Conducting Statistical Work Using Specific Confidential System of National Accounts Information"	Treasury Board and Finance -Alberta Office of Statistics and Information
23/5/2013	Alberta-Canada: Statistics Canada, "Agreement Concerning the Terms for the Disclosure of Business-Related Taxpayer Information Obtained from Canada Revenue Agency"	Treasury Board and Finance -Alberta Office of Statistics and Information
23/5/2013	Alberta-Canada: Statistics Canada, "Agreement Concerning the Collection and Sharing of Information from the International Study of Adults (The Programme for the International Assessment of Adult Competencies)"	Treasury Board and Finance -Alberta Office of Statistics and Information
3/4/2014	Alberta-British Columbia-Ontario-Quebec-Chile: "Exchange of Letters Concerning Cooperation between the Canadian Securities Administrators and the Superintendencia de Valores y Seguros"	Treasury Board and Finance -Alberta Securities Commission
25/3/2014	Alberta-British Columbia-Ontario-Quebec-United States: "Memorandum of Understanding regarding Cooperation and the Exchange of Information Related to the Supervision of Cross-Border Covered Entities"	Treasury Board and Finance -Alberta Securities Commission
16/12/2013	Alberta-British Columbia-Manitoba-New Brunswick-Newfoundland and Labrador-Northwest Territories-Nova Scotia-Nunavut-Ontario-Prince Edward Island-Quebec-Saskatchewan-Yukon: "Trade-Mark Transfer and Assignment"	Treasury Board and Finance -Alberta Securities Commission
7/11/2013	Alberta-Canada-British Columbia-Ontario-Quebec: "Omnibus Amending Agreement"	Treasury Board and Finance -Alberta Securities Commission

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2/10/2013	Alberta-British Columbia-Saskatchewan-Manitoba-Ontario-Nova Scotia-New Brunswick-Prince Edward Island: "Memorandum of Understanding Regarding Oversight of the Mutual Fund Dealers Association of Canada"	Treasury Board and Finance -Alberta Securities Commission
21/8/2013	Alberta-Ontario-Quebec-British Columbia: "Asset Purchase Agreement"	Treasury Board and Finance -Alberta Securities Commission
22/7/2013	Alberta-Ontario-Quebec-British Columbia-EU Authorities: "Memorandum of Understanding Concerning Consultation, Cooperation and the Exchange of Information Related to the Supervision of Managers of Alternative Investment Funds"	Treasury Board and Finance -Alberta Securities Commission
26/6/2013	Alberta-British Columbia-Ontario-United Kingdom: "Memorandum of Understanding Concerning Consultation, Cooperation and the Exchange of Information Related to the Supervision of Cross-Border Regulated Entities"	Treasury Board and Finance -Alberta Securities Commission
8/4/2013	Alberta-British Columbia-Ontario-Quebec: "Intellectual Property Assignment (SEDAR)"	Treasury Board and Finance -Alberta Securities Commission
8/4/2013	Alberta-Canada-British Columbia-Ontario-Quebec: "General Security Agreement"	Treasury Board and Finance -Alberta Securities Commission
8/4/2013	Alberta-Canada-British Columbia-Ontario-Quebec: "Transition Agreement"	Treasury Board and Finance -Alberta Securities Commission
8/4/2013	Alberta-British Columbia-Ontario-Quebec: "Intellectual Property Assignment (NRD)"	Treasury Board and Finance -Alberta Securities Commission
8/4/2013	Alberta-Canada: "Intellectual Property Assignment"	Treasury Board and Finance -Alberta Securities Commission
10/2/2012	Alberta-British Columbia-Ontario-Quebec-Australia: "Memorandum of Understanding Concerning Consultation, Cooperation and the Exchange of Information Related to the Supervision of Cross-Border Regulated Entities"	Treasury Board and Finance -Alberta Securities Commission





# **International and Intergovernmental Relations**

**Annual Report  
2013-2014**

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